



ANNUAL REVIEW | 2014/2015

Why Bother?

Their sentence puts them out of mind
Out of sight from humankind;
Women who have made bad choices
Can lose the power of their voices.

Will you speak for wife and mother?
Or simply shrug and say, "Why bother?"
For now they want to find some hope,
A better life, a chance to cope.

So please hold out compassion's hand
To let them know we understand
And, maybe, if we feel their sorrow
We'll help them to a bright tomorrow.

Alex Gray

Bestselling Scottish Crime Writer



Sandy Cameron CBE
Chair

In this, my first year as Chair, I have made it my business to meet with as many staff, volunteers and people who use our services as I can. It never fails to inspire when I see at first hand, people who are making an effort to turn their lives around for the better – often in the face of great adversity. It is equally satisfying to see the supportive role played by Sacro staff and volunteers in encouraging and helping people through this transformative process. The people I meet who use our services often remark on how crucial this assistance is to them, and how fearful they are of the difficulties they would face if the support was not there. Sacro staff and volunteers are dedicated and skilled and should take immense pride in the valuable work they do. On behalf of my fellow Board members, I would like to extend our appreciation to the whole staff team and our volunteers who do so much to continue to build on the long standing reputation of Sacro as an expert, high quality provider of services which make a daily difference to the quality of life for many people and to the safety of our communities across Scotland.

Over the course of this year, we have discussed, developed and completed our Strategic Plan 2015-2020. Although this plan will take us through to 2020, it has been prepared with an eye on the period after that too. Central to the plan is our unerring focus on improving the lives and wellbeing of the people who use our services. Sacro's principles are unchanged and our beliefs in personal empowerment, effective conflict resolution and – where appropriate – a community approach to addressing offending, will continue to underpin everything we do.

The Board of Trustees continues to be refreshed and this year we have welcomed new members in Jim Crichton, Steve Uphill and Pauline Howie. With backgrounds in health, finance, organisational change and performance, Jim, Steve and Pauline bring a wealth of expertise to the Board.

We will also see some existing members stand down however and I wish to thank Lindsay Thomson, Linda McDowall and Paul Collins for their enormous contribution to the Board over the past few years. I also wish to express particular appreciation to our Depute Chair, Elizabeth Carmichael, who will be standing down this coming year. Elizabeth has made probably the most significant contribution to the governance of Sacro in her time on the Board. Through her work in leading reviews of our governance structures and remits, Elizabeth epitomises public life and as an individual, cannot be replaced.

Finally, I pay tribute to Lord Cullen of Whitekirk who will be standing down as Sacro's Honorary President this year. Since taking up the role in 2000, Lord Cullen has been a committed and supportive ambassador for Sacro. His contribution has been immense and I'm sure you will all join me in thanking him for his counsel and encouragement over the years. I am delighted to announce that Lord Carloway has agreed to succeed Lord Cullen as Honorary President and will take up the role later this year. We are truly honoured that such a respected figure will be representing Sacro in such a high-profile way.



Tom Halpin
Chief Executive

As we are all too aware, the economic outlook remains challenging, not just for those of us working in the third sector, but for many citizens across Scotland. The squeeze on finances and budgets means we all just have to adapt and approach things that bit differently to get on. However, sometimes that can inspire great innovation too and a real strength of Sacro has been the creativity, responsiveness and flexibility shown by staff throughout the year.

A particularly difficult decision was taken this year to increase productivity further by extending Sacro's working week to 37.5 hours. I personally wish to express my admiration for the commitment of our outstanding workforce in the way they have approached this change. The understanding shown during the consultation was evident and is a tribute to their dedication to the organisation and the people who use our services.

Change in these times is ever-present and no individual or organisation can remain insulated from change in an ideal world. This current period is dominated by the ongoing review of community justice structures and I am pleased to say Sacro's voice is being heard and listened to as the Community Justice (Scotland) Bill makes progress through the Scottish Parliament.

Coinciding with the review is the publication of our new Strategic Plan 2015-2020. At the heart of our plan are the people who use our services. Working with people who want to change their lives, by listening and involving them in shaping our services, is extremely important. It encourages creativity and enables participation, not only with Sacro, but within their community.

This year also saw changes in Scottish Government with Kenny MacAskill MSP leaving the post of Cabinet Secretary for Justice after seven years. Kenny MacAskill has been very supportive of Sacro's work and I am grateful for his encouragement and resolve to advance changes in legislation, particularly with regard to short sentences and women who offend. I am pleased to say this high-level support has continued with his successor Michael Matheson MSP and the new Minister for Community Safety and Legal Affairs, Paul Wheelhouse. We have already had encouraging conversations where their clear commitment to the importance of involving the third sector in delivering community justice is evident.

With a year of change behind us and many more ahead of us, I remain confident we have the people, the will and the resolve to ensure our organisation remains at the forefront of community justice in Scotland.



Direct Provision of Services

Sacro was part of the Whole Systems Approach for Women that picked up the top 'Allied Health Professions Federation' Award

As is the case with many third sector organisations, we have had to review how we fund and establish new services due to the restricted funding environment. Although challenging, it shows just what can be done by taking a creative and collaborative approach to service design.

This year we have established two major new services with the financial assistance of the Big Lottery Fund and the expertise of a range of specialist partner organisations.

Bright Choices is a project set up to support victims of honour abuse in Edinburgh. Sacro is leading this project in partnership with Edinburgh and Lothians Regional Equality Council and the charity Multi-Cultural Family Base. Amid a rise in the number of reported cases among Edinburgh's black and ethnic minority communities, the support project was set up following consultation with Police Scotland. The Bright Choices project plans to support 130 affected families over the next four years.

Also receiving Big Lottery funding is our **FearLess** project, set up to support survivors of domestic abuse across Scotland. "FearLess" will work in partnership with statutory agencies, housing providers and three specialist third sector organisations: Shakti Womens Aid, Respect and LGBT Youth. The service is specifically designed to reach out to those people who are less inclined to come forward or see themselves as victims. This will include women from the black and ethnic minority community, the LGBT community, and men. The service will provide intensive one-to-one support and mentoring. This will include a range of practical and emotional support including help with accommodation, personal finances, creating a personal safety plan, education, training and employment. The service aims to help over 1,500 – often isolated – survivors of domestic abuse begin a new life, free of fear and intimidation.

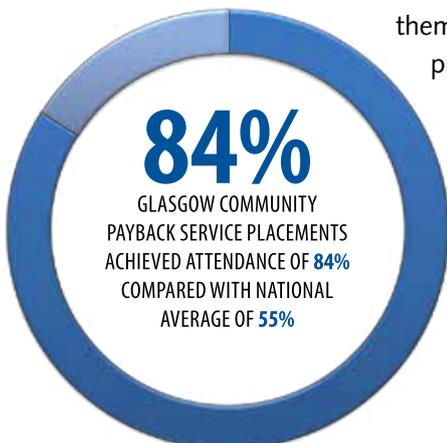
Mentoring was also the subject of a development workshop for key staff involved in the delivery of Sacro services. By drawing on our successful mentoring work with women, young men and armed forces veterans, the workshop focused on examining the Sacro mentoring model in order to understand how we might develop, refine and adapt it to other groups and services.

In May, we launched **Circles of Support and Accountability** (CoSA) as a nationally available service and we have had significant interest from partners and local authorities following the national roll out. Previously a pilot service operating only in Fife, CoSA assists in the monitoring and community re-integration of those whose behaviour has isolated them from society as a result of their offending behaviour, including sexual offending. To increase capacity, we have arranged training for more staff as well as refresher training for existing staff.



The success achieved with these services is tempered by the disappointment of losing some of our well-established services. We are no longer delivering a **Supporting People** service in Dumfries and Galloway, and our **Community Mediation** services in Edinburgh and Dundee, and our **Restorative Justice** service in Edinburgh have all fallen victim to the austerity measures local authorities are having to implement across Scotland. Although something we have worked hard to avoid – the decisions to cut these services are regrettably out of our hands. These were all established services and we are mindful of the impact these closures will have on both the staff affected and the many service users and clients they have helped over the years, as well as those still in need of the support previously offered by these services.

Throughout the year we have opened the doors to some of our offices and invited local stakeholders and community groups to see for themselves what it is we do. By showcasing the services we provide – not just within their communities – but across Scotland, we seek to raise awareness of and build support for Sacro's work at local level. The events are designed to promote the value of existing services and present new ideas and opportunities for local development. Open days have been held in Fife, Lanarkshire and Dumfries & Galloway and we plan to replicate this in other offices throughout the coming year.

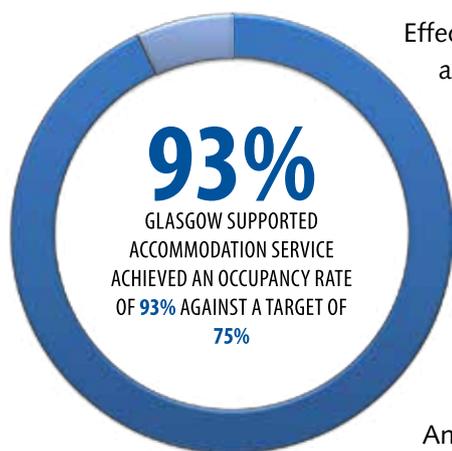




Mentors and women from Shine at a Public Social Partnership event at the Scottish Parliament

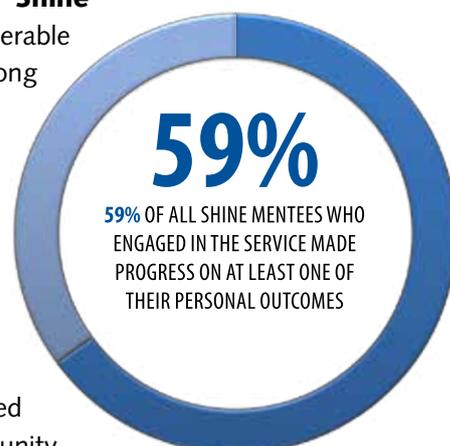
Outcome Evaluation, Monitoring and Research

Provision of quality services requires a robust evidence base and accurate and effective performance management. Sacro has invested heavily in information systems to allow improved collection of data and effective monitoring and evaluation of our services. Key to this is a bespoke case management system which has been developed to provide a universal tool for collection and analysis of data. Over the last year, we have introduced the system into most of our services and have been testing and refining the system before making it available to all services in the coming year.



Effective performance management is a priority for Sacro. The ability to monitor, improve and evidence what we do is essential to ensure our services are operating at their absolute best and are able to back this up with reliable data. To that end, we have become a member of Quality Scotland and an organisation-wide Performance Improvement Model (PIM) evaluation is being completed. The evaluation incorporates peer review and supports our application for the Quality Scotland 'Committed to Excellence' award. Accreditation for the scheme is scheduled for completion in 2016.

An independent evaluation of the Sacro-led **'Shine'** women's mentoring service has shown a considerable proportion of participants making progress towards a long term reduction in reoffending and increased integration into the community. The evaluation was carried out over six months by Ipsos MORI Scotland and found mentees who had taken part in the depth interviews were overwhelmingly positive about their mentors and the impact that the service had on their lives. There is also evidence that a considerable proportion of mentees made progress on short and medium term outcomes. This should contribute in the long term to reduced reoffending, increased integration and a reduction in gender inequalities of opportunity. The full evaluation is available on the Sacro website.



In support of its developing research agenda, Sacro's embedded collaborative PhD studentship with *Scottish Centre for Crime and Justice Research (SCCJR)/Stirling University* is examining the value of using mentors – both paid staff and volunteers - in aiding women to desist from offending. Having this capability strengthens Sacro's involvement in the National Public Social Partnership for mentoring Women Offenders. Our collaboration with the SCCJR consortium of academics has also resulted in a number of PhD related research projects examining our work with women (**Willow** and **Another Way** service in Edinburgh), and the effectiveness of restorative justice as part of the **Whole Systems Approach** in Aberdeen. We are exploring ways to further expand this model of collaboration with academic centres to enhance the research base in areas that are applicable to its work.

Over the past year, Sacro's Women Involved in Offending group has been considering gender specific issues in relation to effective practice with women. This has led to the creation of Sacro's strategy on work with women. The strategy details the vision, aims, principles and outcomes for women, alongside research information on "what works" with women, and relevant case studies. It highlights the complex profile of women, the different offending patterns to their male counterparts and the need to provide services which are gender specific.

Sacro's Care Inspectorate Group has made significant progress in not only implementing Care Inspectorate recommendations following inspection, but importantly by sharing learning across service boundaries and providing support and training to staff to aid them in preparing for and responding to the inspection process. Inspectors have also attended meetings to hear about the range of work we're doing and to see how we provide assurance in meeting recommendations. This has also informed and improved Sacro's engagement and relationship with the Care Inspectorate and its staff. The focus for the Group is on improving quality, developing consistent best practice and providing assurance. The Care Inspectorate carried out inspections of our National Intensive Support Package service in addition to services at our Aberdeen and Moray sites during the year. Assessed on "Quality of Care and Support", "Quality of Staff" and "Quality of Leadership", all services received gradings of good or very good.





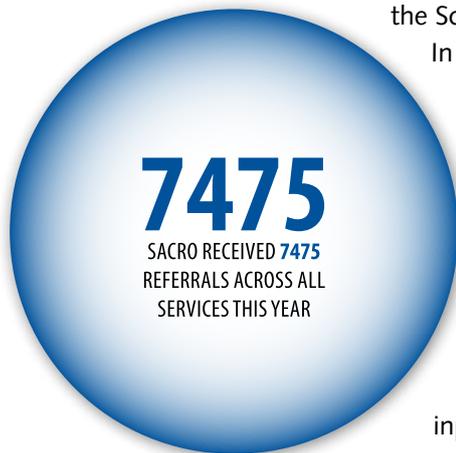
Influencing Policy, Legislation and Practice

Tom Halpin speaking at an event to present an evaluation report on the Sacro/Shelter/CAB "Supporting Prisoners Advice Network"

As an organisation with much to offer in terms of knowledge and experience, Sacro takes every opportunity to promote its values and principles and to share our collective experience of what works to reduce reoffending and improve the lives of those who use our services. In addition to engaging directly with those with the power to influence, we continue to submit responses to relevant consultations from the Scottish Government, Scottish Parliamentary Committees and the Scottish Prison Service. We make sure our voice is heard by attending conferences, seminars and events and by working with the media; whether traditional press and broadcast, or increasingly, through social media and online.

Sacro continues to be widely recognised for its positive contribution to the Scottish Government's Reducing Reoffending Programme.

In addition to the Chief Executive, as Chair of CJVSF, being a member of both the Programme Advisory Group in phase 2 and of the Community Justice Funding Project Group; Sacro's Director of Operations (East) is a member of the Throughcare Project Board, and the Director of Corporate Services is a member of the Redesign of Community Justice Project Board. The future shape of community justice in Scotland is of immense importance to Sacro's service development and we have consulted with our staff at a series of meetings across the country to ensure our inputs to this consultation are meaningful and supportive.



Sacro continues to be a key partner in the **Whole Systems Approach** (WSA) and **Early & Effective Intervention** processes within Aberdeen, Fife, Forth Valley, and Ayrshire. Sacro has representatives on relevant operational, strategic and referral groups. In June 2014 Sacro presented at the Scottish National Youth Justice conference in Dundee in relation to its role as a partner within the WSA.

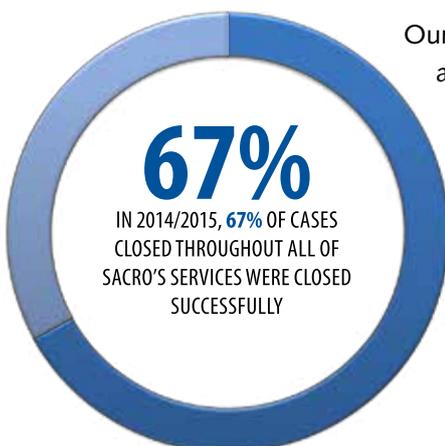
The annual Sacro Lecture was delivered by John Scott QC, Defence Lawyer and Convenor of Howard League Scotland. His lecture on *"Restorative Practices and the Heart of the Criminal Justice System"* took place on 21 October at the Playfair Library in Edinburgh and heard John Scott touch on a range of issues

including the media representation, suitability, legislation/directives, cost considerations, success and promotion of restorative practices. The speaker left his audience in no doubt about the potential that restorative practices have to address offending behaviour in a much better way than traditional sanctions and called for all to help reinvigorate the whole concept in Scotland.

Sacro has championed Restorative Practices for many years and this year, helped form the Scottish Restorative Justice Forum. The group, made up of stakeholders, practitioners and academics was set up to help develop and support greater use of restorative practices in Scotland. Initially chaired by Sacro's Chief Executive, Tom Halpin, the chair has now been handed on to Professor Joanna Shapland of the University of Sheffield. Professor Shapland is pioneer in the study of victims of crime and an international authority on restorative justice. The Forum supported initiatives to have greater access to restorative justice included in the Victims and Witnesses Act 2014. As a consequence of this, the Scottish Government has committed – within the Act – to issuing guidance on the access of victims to restorative justice. The Forum, together with agencies working with victims, is currently involved with the Scottish Government in drafting these guidelines.



Shine was among a number of Public Social Partnerships (PSP) showcased at a special event held at the Scottish Parliament on 25 February 2015. The event was sponsored by Christine Grahame MSP, Chair of the Justice Committee. Tom Halpin addressed the audience on behalf of Shine.



Our **Another Way** service in Edinburgh scooped a major award at the prestigious Scottish Social Services Council's Care Accolades 2014. The service picked up the top award in the "Innovation and Redesign" category at the ceremony in Perth Concert Hall. Our Assertive Outreach service in Aberdeen was also a finalist in the "Young People" category. In London, HRH The Princess Royal presented Sacro's Youth Restorative Justice service in Aberdeen with the runner-up award in the Howard League Community Programme Awards.



Sacro's innovative diversionary scheme operating in Ayrshire was awarded the UK-wide 'Allied Health Professions Federation Award for Integrated Care Delivery' and the overall Advancing Healthcare Award which covered all 39 entries across 13 categories. The **'Early and Effective Intervention Whole Systems Approach for Women'** aims to divert women aged over 18 from prosecution and to reduce re-offending. The service is a multi-agency partnership between Sacro, Police, South West Scotland Community Justice Authority, NHS Ayrshire and Arran Health board, Crown Office and Procurator Fiscal Service and social services. This very positive partnership has been crucial to the success of the pilot project.

Traffic to Sacro's website continues to grow, achieving around 100,000 page views each quarter. The site also integrates with our regular e-newsletter and social media accounts, to provide a much-improved online presence. This year we have also redesigned and developed our Shine and the Scottish Community Mediation Centre (SCMC) websites. www.shinementoring.org has a completely new look and now includes much more information for women and referrers as well as having the facility for a regular blog. www.scmc.sacro.org.uk has also had a makeover and has been redesigned complete with new branding and logo. However, the upgrade is not just cosmetic and the site now acts as a portal for anyone wanting to find out about mediation services in Scotland. It also provides extensive details on SCMC training courses and accreditation.



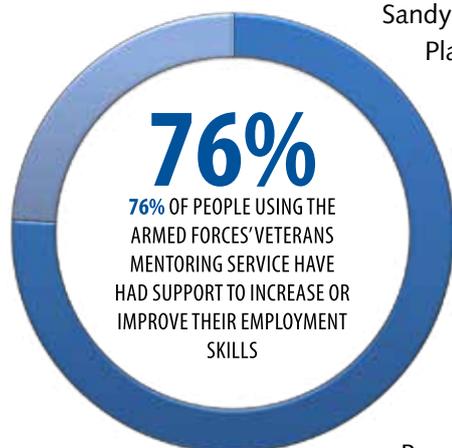
John Scott QC delivered the 2014 Sacro Lecture on "Restorative Practices and the Heart of the Criminal Justice System"



*Staff and Volunteers
at Sacro's Staff
Conference*

Meeting High Standards of Governance and Management

In July 2014, we welcomed Sandy Cameron as our new Chair. Sandy replaced Esther Robertson who left the Board after four years in the post. Esther's period in office was widely praised by the Board and staff of Sacro and we are extremely grateful for her contribution and commitment to the organisation.



Sandy has assumed the role as we are preparing Sacro's Strategic Plan for 2015-2020. A great deal of work and consultation has gone into the strategy with Board and staff briefings taking place throughout the year to discuss how best to set the course of our practice and direction towards 2020 and beyond. The Strategic Plan will be published in October 2015. Progress with achieving the key objectives, set out in our existing Strategic Plan 2012-2015 has been excellent. We are confident the plan's objectives and how we implemented it has helped Sacro make great progress over the period.

Board members have continued to visit services and meet with staff, volunteers and some of the people who use Sacro services. These visits provide a great opportunity for all concerned to discuss and contribute to the future development of the organisation. Our Service User Involvement Strategy also enables service users to contribute directly by attending meetings at both a local and national level.

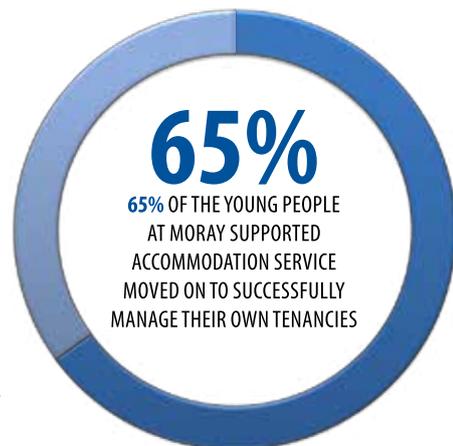
Sacro's Board of Trustees plays an important role in the governance of the organisation. The Board is continuously tested against recognised benchmarks and recommendations to ensure it operates as effectively as possible. An annual review of the effectiveness of Board committees was undertaken in December 2014 and a skills audit of Board members was completed in April 2015. Sacro has signed up to the Scottish Government's Partnership for Change and committed to further the diversity of Board membership, working towards a 50/50 gender balance by 2020.

Sacro opened a staff consultation process for a proposed change to the weekly working hours. The process ended in April 2015, and the recommendation to move to a 37.5 hour week was approved by the Sacro Board. The implementation of the change to the staff working week has been achieved through progressive and constructive consultation. All new posts and all external appointments have been contracted at 37.5 hours effective from 1 July 2015 and existing staff will observe the new hours from July 2017.



Supporting staff and volunteer development is central to ensuring we have a skilled and engaged workforce. The development of Sacro's approach to Learning and Development is building significant support and achieving credibility with staff aligned to improved personal accountability for progress and achievement. The Continuous Learning Framework, aligned to the Scottish Social Services Council, has been incorporated in the annual staff Professional Development Review process, which has been revised to link to strategic priorities. Sacro also successfully achieved re-accreditation under Investors in People this year, adding to last year's Investing in Volunteers accreditation award.

Our bespoke skills and knowledge frameworks designed for staff at every level continue to allow us to recruit and retain skilled and engaged people. Online learning has been a key feature of our 2014 learning and development programme with all of our staff and volunteers able to access our online system. Our team leaders are participating in a development programme which aims to encourage thriving managers, leaders and teams.



Sacro's People Strategy aims to encourage and promote effective leadership among management staff. This included the Management Essentials programme for managers, which comprised workshops, Action Learning, Personal Development planning, and coaching from external coaches to support personal development.

As in previous years, we have supported some members of staff to achieve relevant qualifications. In 2014/2015, eight members of staff achieved Scottish Vocational Qualifications (SVQ) in Social Services and Health Care or Leadership and Management of Care Services as well as Professional Development Awards in Health and Social Care Supervision. Our 2015 candidates are already working towards qualifications.

Our 2014 Conference theme was 'Innovation' and we were delighted to welcome and hear from Fraser Doherty founder of SuperJam. Fraser gave an inspirational speech demonstrating the journey of his company from the initial innovative idea to the fully fledged business it is today. We all drew important learning for the way we create and develop new ideas and initiatives. The conference evaluation indicated a high level of engagement, with delegates welcoming the increased profile given to service users and volunteers. A staff survey was conducted in November 2014 following the conference, with the results distributed to all staff and Board members. An allocated action plan was developed, with progress reports being made to the Board on a regular basis.

| SACRO BOARD 2014/2015 | |
|-----------------------|--|
| Chair | Sandy Cameron CBE |
| Depute Chair | Elizabeth Carmichael CBE |
| Treasurer | Graham Paterson MBA FCCA |
| Board Members | Alan Baird Graham Birse Paul Collins (resigned 27 March 2015) Jim Crichton (co-opted 2 July 2015) Elspeth Dalgleish FCIPD Dan Gunn OBE Pauline Howie (co-opted 24 September 2015) Jo Knox MSc CQSW Linda MacDowall (resigned 30 January 2015) Prof Sir Geoff Palmer FRSM DSc OBE Esther Robertson (resigned 3 July 2014) Prof Lindsay Thomson (retired 17 December 2014) Steve Uphill (co-opted 2 July 2015) |
| Observers | Stephen Harper (Scottish Government) |
| Honorary President | Lord Cullen of Whitekirk KT |

Finance

During 2014/2015, Sacro's turnover amounted to £8.2 million (£7.7 million excluding pension adjustments)

Criminal Justice Services continue to represent the main source of expenditure (70%) with Youth Justice and Community Mediation accounting for 18% and 12% 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 several financial years, designed to increase competitiveness and enable services to demonstrate their effectiveness against clearly-defined performance criteria linked to outcomes.

The 2015/2016 financial year presents further challenges to Sacro but the actions taken since 2012 ensure Sacro has a sound financial base and is well-placed to respond.

| INCOME | £'000s |
|---|---------------|
| Funding from Local Authority Service Level Agreements | 5,698 |
| Scottish Government Funding | 1,101 |
| Rent and Service Charges | 103 |
| Other Income (including Bank Interest) | 760 |
| Total Income (excluding pension adjustments) | 7,662 |
| EXPENDITURE | £'000s |
| Criminal Justice | 5,374 |
| Youth Justice | 1,340 |
| Community Mediation | 902 |
| Governance Costs | 18 |
| Total Expenditure (excluding pension adjustments) | 7,634 |

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 37 grants totalling £6,033 in 2014/2015.

Sacro National Office: 29 Albany Street
Edinburgh EH1 3QN.
Telephone: 0131 624 7270
Fax: 0131 624 7269
Email: info@sacro.org.uk
Website: www.sacro.org.uk

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