



## Introduction to our new strategy

Sacro was fifty years old in 2021 and as part of our fiftieth year, we developed this new strategy and plan for the next five years.

We asked our board, stakeholders, partners and of course our colleagues to think about key themes for our strategy: purpose, people, place, partners, performance, and profile.

We talked, consulted, and gathered information. We identified some key themes for development and some goals and turned them into our strategy. We learnt these things:

**Sacro has changed in 50 years.** We work with many different people in very different situations. We have a huge breadth and diversity of services across criminal justice, community justice, social justice, and social care.

**Sacro is people.** We work with people, in whatever setting or whatever their need is. This makes it hard to define us exactly, because the needs of people change, and we aim to meet them with life changing services.

We do not call the people we work with 'hard to reach'. We want to make sure that our **services are easy to reach.** We work with people who have had tough times and are often on the margins. We do not judge, and we try to help them from crisis to stability.

**That is why people are at the centre of our strategy.** This means the people we work with **and** the people who work for us.

**We are going to keep doing the things that we do best, and we are trusted for.** We are going to talk about this more so that there is a better understanding of the breadth of work that we do. You will see all the great work that our teams are involved in reflected in the breadth of our strategy, from justice and community services to public protection and community safety, to housing support and care in communities.

**We are going to support communities.** We will lead nationally on these areas of work and build our voice and expertise but deliver very locally. We will bring our learning, experience, and skills to bear for the whole of Scotland. We will be focused on the best practice and skills that we can offer and working closely with local partners to deliver the best possible services.

Our leaders will ensure that we can offer our partners high levels of practitioner understanding and networks and expertise in the areas that are needed. We want to offer our expertise to the sector and to Scottish Government, to support the development of innovation and best practice.

**We are determined to keep making a lasting difference.** So, we have set out our four goals and the outcomes that we expect to see from working towards them. This will guide us for the next five years.

## Our strategy on a page

Our vision: Scotland will be a place of safety, inclusiveness, and wellbeing for everyone.

Our Mission: To deliver life changing services that empower people, give hope and protection, and help to build safe communities.

Our values: inclusion (EDI), not judging, respecting people, empowering people, kindness, trust, inspiring people.



### In five years', time:

- ✓ We will have increased understanding of the needs and issues of people that we support in the criminal justice system.
- ✓ We will have improved the life chances and wellbeing of people leaving custody and contributed to reducing offending.
- ✓ We will be delivering the best possible care and support for independent living, enabling more people to live safely and settled lives in their homes.
- ✓ We will have contributed to safer and more inclusive communities where person centred outcomes for the people we support are achieved.

## Our strategic framework

Goals	Putting service users at the heart of services	Delivering inclusive services in partnership with our service users	Supporting individual journeys and wellbeing	Supporting safer communities
<b>Justice outcomes</b>	<ul style="list-style-type: none"> <li>More people leaving custody or at risk of custody will live safely in communities and avoid reoffending</li> </ul>	<ul style="list-style-type: none"> <li>We will address needs and risks for both vulnerable adults and young people through our bespoke programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Fewer people will enter or escalate up the tariff system.</li> <li>There will be a reduced likelihood of reoffending and custody.</li> <li>There will be better rehabilitation addressing behaviour, needs, risks</li> </ul>	<ul style="list-style-type: none"> <li>We will have improved our community engagement</li> <li>Community-based solutions will be increasingly recognised as effective, credible alternatives to custody</li> </ul>
<b>Care outcomes</b>	<ul style="list-style-type: none"> <li>More people needing care will live safe, happy, and meaningful lives in the community.</li> <li>Achievement of personal outcomes will be at the core of our planning.</li> </ul>	<ul style="list-style-type: none"> <li>People in our care will have better life experiences and opportunities.</li> <li>People in our care will have improved safety and quality of life</li> </ul>	<ul style="list-style-type: none"> <li>People most at risk will be less isolated</li> <li>People we care for will feel more included and able to participate in all aspects of their lives, to achieve outcomes important to them</li> </ul>	<ul style="list-style-type: none"> <li>We will have Improved rights advocacy for more integrated communities.</li> <li>Improved safety for everyone.</li> </ul>
<b>Community Safety</b>	<ul style="list-style-type: none"> <li>Support for people to avoid reoffending and to keep others safe in the community is increased</li> </ul>	<ul style="list-style-type: none"> <li>People do less harm and take responsibility for their actions.</li> <li>Victims of crime and discrimination have support they need.</li> </ul>	<ul style="list-style-type: none"> <li>Improved safety and protection to live in communities without harm or discrimination and to resolve conflict, through bespoke support plans linked to risk and needs.</li> </ul>	<ul style="list-style-type: none"> <li>Better integration and reduced risk of harm because of our work to resolve conflicts</li> </ul>
<b>Homes outcomes</b>	<ul style="list-style-type: none"> <li>More People will sustain tenancies and live safe, meaningful, and inclusive lives</li> </ul>	<ul style="list-style-type: none"> <li>More People will establish a home, learn new skills, form relationships, and improve the quality of their life</li> </ul>	<ul style="list-style-type: none"> <li>Reduced isolation for those at risk.</li> <li>Better inclusion and participation for people in all aspects of their lives to achieve outcomes important to them.</li> </ul>	<ul style="list-style-type: none"> <li>Improved rights advocacy for more integrated communities</li> <li>Improved safety for everyone</li> </ul>

Increasing support and understanding by being a strong voice for the people we work with.

Embedding equalities, diversity, and inclusion in everything to ensure that we are a truly inclusive organisation.

## Supporting strategies

A more innovative and sustainable organisation			
Priorities	Service users	People who work for us	Stakeholders
Maximising the use of technology to support our service users	<ul style="list-style-type: none"> <li>Improving technology to support and collect data in support of service users.</li> <li>Finding innovative ways of supporting people</li> </ul>	<ul style="list-style-type: none"> <li>Using the best possible systems for case recording, risk management and performance monitoring</li> <li>Ensuring excellent training and development to maximise use of systems</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrating that we are innovative in our delivery and bring something different.</li> <li>Showing leadership and competitive edge in new technology, working with partners</li> </ul>
Delivering excellence in performance outcomes	<ul style="list-style-type: none"> <li>Ensuring that we have person centred not process driven measures, developed in collaboration with service users.</li> </ul>	<ul style="list-style-type: none"> <li>Nurturing a culture of performance with purpose</li> <li>Ensuring systems support people rather than consume time and energy</li> <li>Through our People strategy - focusing on improvement and development</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrating knowledge, skills, and expertise</li> <li>Supporting our ability to tender for new work with a solid evidence base of delivery</li> </ul>
Innovating: people are empowered to innovate	<ul style="list-style-type: none"> <li>Working with service users to try our new ways of doing things</li> </ul>	<ul style="list-style-type: none"> <li>Empowering people to take risks and do things differently.</li> <li><b>People Strategy embedding our focus on community and people</b></li> </ul>	<ul style="list-style-type: none"> <li>Sacro increasingly regarded as at the forefront of new ways of working.</li> <li>Working in partnership to test and develop new services</li> </ul>
Delivering the best infrastructure	<ul style="list-style-type: none"> <li>Supporting our community-based approach and ability to deliver locally</li> </ul>	<ul style="list-style-type: none"> <li>Delivering flexibility in working post Covid.</li> <li>New office infrastructure focusing on hubs and 'shop front' services</li> </ul>	<ul style="list-style-type: none"> <li>Increasing visibility of Sacro at local level</li> <li>Developing our understanding of local communities and user groups</li> </ul>

## Business development: doing the right things and focusing on our core offer

Priorities	Service users	People who work for us	Stakeholders
A new business development strategy to take us forward over five years.	<ul style="list-style-type: none"> <li>Delivering an innovative approach to co-production and involving services users in planning new services - which also differentiates us in the 'marketplace' for services.</li> </ul>	Building capacity, skills, and knowledge to respond to opportunity, e.g.: <ul style="list-style-type: none"> <li>Relationship management</li> <li>Business development capacity</li> <li>Technology and innovation</li> <li>Agility in responding to income diversification opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Communicating Sacro's strengths and core businesses effectively.</li> <li>Managing relationships strategically with the right structure, capacity.</li> <li>Demonstrating understanding of needs of commissioners</li> </ul>
Refreshed brand that reflects all aspects of our work and supports our core values and plans	<ul style="list-style-type: none"> <li>Being recognisable as a safe, trusted, leading and innovating organisation</li> </ul>	<ul style="list-style-type: none"> <li>Being proud to be part of Sacro and clear on our 'heart'.</li> <li>The brand reflects our values and people identify with it</li> </ul>	<ul style="list-style-type: none"> <li>Having a clear perspective on who we are and what we do.</li> <li>Building stakeholder confidence with evidence, advocacy, visibility</li> </ul>

## Advocacy and voice

Priorities	Service users	People who work for us	Stakeholders
Develop an effective communication strategy	<ul style="list-style-type: none"> <li>Ensuring communication is two way and collaborative.</li> <li>Telling the stories of our service users as part of evidence and influencing</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring everyone knows their role is in engaging stakeholders.</li> <li>Developing of skills for people to support their work in communications</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring effective stakeholder management and planning.</li> <li>Delivering visibility to the sector and wider world</li> </ul>
Build on our leadership role in the sector	<ul style="list-style-type: none"> <li>Demonstrating our impact on our service users and excellent outcomes</li> </ul>	<ul style="list-style-type: none"> <li>All teams advocating and sharing a clear identity and values externally</li> </ul>	<ul style="list-style-type: none"> <li>Managing senior stakeholder relationships for the benefit of our service users</li> </ul>
Engage in debate and influencing on their behalf.	<ul style="list-style-type: none"> <li>Improve understanding of the alternatives to custody</li> </ul>	<ul style="list-style-type: none"> <li>Develop skills to support service users to be their own advocates</li> </ul>	<ul style="list-style-type: none"> <li>Be the voice for service users with decision makers and influencers</li> </ul>