

Nacro Strategy 2022-25

“At Nacro we believe passionately that everybody has a right to a second chance, where everyone can fulfill their potential. Throughout this strategy we will focus on providing the best possible help and support to as many people as we can. We will put our service users’ voices and goals at the heart of our campaigning for change. We will work with our staff, our volunteers and our partners to make our vision a reality.”

Campbell Robb
Chief Executive

Introduction

Nacro has been working to change lives for over 50 years and yet over the coming years we, and those we support, will face as difficult a time as we have been through. More prisons are being built, more people will be sent to prison, sentences increased, fewer affordable homes are being built, the safety net is full of holes and the education system is failing too many. This is all in the midst of the ongoing social and economic and health impacts of the pandemic and our recovery from it.

These are the challenges we face and which we hope this strategy will make an impact on. Every day in our services we see the very real impact on families across the country. Yet we also see the successes, big and small, that give people hope, the decisions that change lives for the better, the difference that support, friendship, opportunities, and some belief can give to people.

This strategy is focused on two core goals, that we will strive to do more of what we know we do well – help people to find stability and security as they come out of prison, support people to find and keep a home, and inspire people to learn and achieve in ways they didn’t believe they could. Secondly, we will work with our service users and our partners to make the case for change, locally and nationally, to remove the barriers that so many face to realising their potential.

To achieve these goals we need to be the very best organisation we can be, to be more than the sum of our individual parts. To do this we will strive relentlessly to be an inclusive and diverse organisation, with a long term plan to be sustainable financially and environmentally, and investing in our staff to give them the tools and skills they need to do even more of an outstanding job than they already do.

This document is just a start. A statement of ambition and intent and way to set out our priorities and the direction we are taking. In many ways the hard work starts now. We will work with our staff and our trustees to develop a comprehensive three year budget and plan that we hope will make these ambitions happen. This will allow us to be clear about the outcomes we will be judged by, the tools and skills we need, and what our short, medium and long term ambitions will be.

Vision and Mission

As part of the process of developing this strategy we spoke to our staff and service users about what they felt Nacro was for, what should be its focus, and what were the things that made us unique. In doing so we realised that we needed to be far clearer about what the world would look like if we were to be truly successful and how we would work to achieve that. What that has led to is a renewal of our vision and our mission which we believe will inspire us, will focus us, and ensure we are clear about what success looks like.

Our Vision: Our vision is of a society where everyone can get a second chance and the support they need to achieve their potential.

Our Mission: We will work every day to give people the help they need and campaign to achieve our vision of a society where everyone has the chance to succeed.

Core Goals

Aim 1

We will increase the positive impact we have on the people we support

At Nacro we are inspired every day by the people we work with. The challenges they overcome, the barriers they break down, the achievements large and small that make their own and their families' lives better. We know that our help makes a difference, that it helps this journey, because they tell us it does, as do our partners and our commissioners. However, we know we can always learn, be better at what we do, and that we could help more people if we were able to provide more services.

What will we do?

We will build on our core strengths

- working with our service users and learners to create services that do what they need
- working with our commissioners and partners to build and deliver long term contracts that bring about real change
- growing what we do well
 - Help people find and keep the home they need to thrive.
 - Guide prison leavers through the maze that they meet when they leave.
 - Work with young people and adults to get the qualifications they need

It is not just in the services that we deliver for others that we aim to bring about real change in this strategy. As an organisation we can do so much more to improve the impact we have.

During this strategy we will:

- ensure we listen to our service users and learn and change from what they tell us
- find ways to open Nacro up as an employer to those we work with
- develop a comprehensive set of measures to judge our success
- ensure our learners and service users are safe and secure - this will be at the core of everything we do.

What will success look like?

Our service users and learners will be thriving and they will be able to tell the story of their success.

We will retain existing contracts and be winning new ones in key areas such as the education provision in Young Offender Institutions, probation services and supported housing.

Our outcome framework will be helping us to deliver even better services.

We will have more service users engaged at every level and employed by the organisation.

Aim 2

We will campaign alongside our service users for solutions to the barriers and challenges they face

Throughout our history Nacro has fought for change, on criminal records, on probation services, on sentencing and a whole range of issues that affect those we work with. The effects of the pandemic have exaggerated and worsened many of the structural barriers and disadvantages that people face to achieve their potential. At the heart of this strategy is our desire to support and help people day to day but also to work with our learners and service users to allow them to share with government and public bodies at all levels what these barriers are and how to remove them.

What will we do?

We will build and run creative campaigns for change which are led by service users and evidence-based:

- We will work with partners and across the political spectrum to break down barriers and create new solutions that unlock the potential of those we work with.
- We will find new ways to engage our service users and ensure their priorities are at the heart of our campaigns.
- We will focus on local and national policy change to make sure it is lasting and meaningful.

We will update the way we work, support, communicate and engage with our supporters, our partners and our service users.

- We will update our website to put it at the core of our engagement with priority audiences.

We will build local support and local alliances around our key centres and projects. We will build the case for change based on the experiences of those we work with and reliable data and evidence.

What will success look like?

We will run campaigns that result in meaningful change small and large for those we work with.

We will have built sustainable, equal partnerships that create new ideas and approaches to campaigning.

Our staff, service users, partners and supporters will feel engaged, involved and energised by our ideas, our communications and our campaigns.

We will tell stories and use evidence that make people stop and think and want to work with us for change.

Enabling Goals

Aim 3

We will build a truly digitally inclusive organisation where all our service users and learners have access to the digital training, support and technology they need to thrive.

The disadvantages those that we work with face are many and long standing, however the lockdown has highlighted just how stark the digital divide now is. In all our services we see the daily challenges our service users face to connect to family and friends, to learn, to apply for jobs or benefits. In many cases they don't have access to the most basic of connectivity or to the type of devices that so many of us take for granted. Leaving prison with a phone that can't connect to the internet, trying to do online lessons on a phone shared between all your siblings - these are the some of the obstacles that people face.

At Nacro we need to help bridge this digital divide, either by our own actions and investments, by working with partners, or by campaigning for change. We know we can't do it on our own but we will start by understanding what we can do.

What will we do?

We will consult with those we work with to build a website that helps them to get what they need from us as quickly and as easily as we can.

We will prioritise those that are most digitally excluded for our initial support and investment – whether it is wi-fi in our properties or devices in our classrooms, and we will work and campaign to give them the skills and tools they need.

We will work with our staff and partners to identify public services that are the most inaccessible to those who are digitally excluded and then work with those services to bring about change.

We will campaign for political and financial support to bridge the digital divide.

What will success look like?

Many more of our service users will have the tools and skills they need to access the digital information and services they need to succeed.

Our service users will view us as a digitally inclusive and supportive organisation.

We will invest throughout the strategy in ensuring those most digitally excluded have what they need.

We will be part of a campaign that calls for significant ongoing investment across all sectors in order to bridge this digital divide.

Aim 4

We will build a sustainable future for Nacro

To achieve the aims of the strategy, to best help our service users and to build a happy and successful workforce Nacro needs to be able to plan for the long term, invest in its people and systems and play our part in creating sustainable communities. The last two decades have seen Nacro living from year to year with little capacity or resource to invest. With careful planning, a strong financial base following a recent change programme, and a thorough review of systems, we aim to ensure that our focus and resources create a sustainable future so we can ensure the best possible outcomes for our service users.

What will we do?

We will recruit, train and retain great staff and leaders who will have our values as the core focus for their approach to working together, learning together and developing together.

We will invest in systems and processes that focus on the core objectives of the organisation and that are innovative and flexible and help staff to deliver their objectives.

We will create a long term investment plan to ensure we have the best tools to deliver our strategy.

We will work with our Council to maintain a long term financial plan that balances investment, reserves and our pension obligation.

We will work with staff and service users to constantly review how we work, where we work and what we all need to work effectively.

We will work with staff and service users to ensure we reduce our environmental impact and increase our social impact.

What will success look like?

Our staff will feel that they have the right tools to do their jobs.

Our systems and processes will allow us to quickly and easily tell our commissioners, our trustees and our staff what we are doing, how we are doing and what we need to do better.

Over this strategy we will sustain a financial surplus that allows us to invest in the organisation.

We will be able to measure the environmental and social impact we have and have clear plans to improve both.

Aim 5

We will build a values led culture that supports a happy productive diverse workforce

Our staff are our greatest asset. They are the ones that will make this strategy succeed, the ones who are helping change lives every day, or supporting those who are. We will invest in them, their skills, their wellbeing and their success as that is how Nacro and those we support will succeed. We have already started to ask ourselves the challenging questions – Are we really as inclusive and diverse as we can be? Are we doing enough to support the wellbeing of our staff? Are we transparent and open in what we do and the decisions we make? We have started to work alongside our staff to answer these, to change and to invest in new ways to make Nacro the best employer it can be. We know this takes time and commitment and that is why these commitments and our new People Strategy are at the very heart of what we will do over the coming years.

What we will do?

We will invest in our people through a comprehensive long term People Strategy.

We will develop and roll out a values based leadership and management framework.

We will work with our staff and our unions to ensure that wellbeing and inclusivity is at the centre of everything we do.

We will consistently invest in learning and development at all levels of the organisation.

We will train and support our board to ensure that they are able to provide the highest levels of leadership and governance.

What will success look like?

We will be a more diverse organisation at all levels.

Our managers and leaders will consistently display our values in what they do.

Our staff will stay longer, feel more productive, and feel included and valued.

Nacro

WE **CHANGE** LIVES

Here for everyone

Everyday in our services we see the passion, commitment and drive of thousands of people battling against the odds to build their lives and fulfill their potential. We support and help people to navigate the challenges in their paths, whether it was a lack of support in school, addiction or family breakdown, to find a home, get some qualifications and be in control of their own lives. This is not a straight path, we all suffer setbacks, make mistakes and are let down but that is what Nacro is there for. Someone who believes in you, supports you, encourages you, and guides you when you need it. That is what this strategy is about - it is about being there as much as we can for as many people as we can. And it's about working together to campaign to remove the barriers which hold too many people back. Those barriers need change from government or business and we will make sure people's voices are heard and lead to the changes that they need to see.

We know we can't do this alone. We need partners, commissioners, supporters, funders to join us on this mission. We need people to believe that someone is on their side. At Nacro we are.