

Nacro >

# Our People, Our Future

Strategy 2022–2025



Supported Housing tenant, London.

# Introduction

**From Campbell Robb**  
CEO of Nacro



**We have made a choice in this strategy. A very clear one. We are choosing to focus this strategy on the two things that makes Nacro special and unique: the people who we are here to support and help; and the people who work for us.**

The world is always changing, it is always impacting in different ways on those we work with. As we emerge from Covid and all its challenges, we now face a cost of living crisis made even worse by a war in Europe. What this strategy aims to do is create a sustainable, focused organisation that provides our staff with the space, time and resources to give everyone we work with the chance to succeed day-to-day or change the world around them.

We are focused on becoming even better at what we do, taking what we learn every day and using that to make real changes to the world that impact on our service users. We are determined to make ourselves sustainable, financially and environmentally, and we will embrace the challenge of using new digital technology to enhance and change the way we work and the difference we can make.

At the heart of this strategy, however, and at the core of all the initiatives are two themes embedded throughout. Firstly, how we can engage with our service users to ensure their voices are heard and acted upon by us and by those around them.

Secondly, how we make ourselves as inclusive and representative of those we work with as we can, and build a truly diverse organisation.

This strategy and Nacro will only succeed if we are able to make these commitments come to life. We need to act courageously, challenging ourselves and those who can bring about change to do better. And to act upon the challenge of others. We will do this by opening our organisation up at every level to our service users and working alongside our staff and the communities we work in to ensure that what we do reflects their lives.

At the core of Nacro, our staff and volunteers is a commitment and drive to make sure everyone has the best chance at a second chance. It is what makes us achieve those thousands of small and large victories, it makes it a great place to work and it makes us passionate about how we can strive to make the world better. The next three years will bring very real struggles to those that have the least, and this strategy aims to ensure Nacro is best placed to help create those chances.

A handwritten signature in black ink that reads "Campbell Robb". The signature is written in a cursive, flowing style.

**Thank you to everyone who has taken the time to shape this strategy – our staff, our service users and our partners. The focus you see here is a direct result of what you told us.**

### **Our strategy has five core aims:**

- 1** We will increase the positive impact we have on the people we support
- 2** We will campaign alongside our service users for solutions to the barriers and challenges they face
- 3** We will develop into a digitally inclusive organisation where our staff and service users have access to the advantages that digital technology can bring
- 4** We will build a sustainable future for Nacro
- 5** We will forge a values-led culture that supports a happy, productive and diverse workforce

Underpinning these aims are a set of key initiatives which will help us make this strategy a success. You can see examples throughout this document and can find the full list and more detail on OneSpace.

**Our Vision** is of a society where everyone achieves their potential. Where a safe secure home, a decent education and a second chance when things go wrong are the foundations we can all build our lives on.

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

**We see your future,  
whatever the past**

## 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.

Supported Housing tenant, Kent.





**Top:**  
Dog Therapy Handler, Housing, Nottingham.

**Bottom:**  
Service User Art, Secure Training Centre.

**Aim 1**  
**We will increase the positive impact we have on the people we support**

## What we will 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
  - Support people on their pathway to recovery.

### During this strategy we will:

- Ensure we listen to our service users and learn and change from what they tell us
- Find ways to increase the pathways for people we work with to come and work for us
- 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.

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.

## Aim 1

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

# What success will look like

- Our service users and learners will be thriving and they will be able to tell the story of their success
- We will have retained existing contracts and be winning new ones in key areas such as delivering education and resettlement services in prisons, probation 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.



Example new initiative to help deliver this strategy:

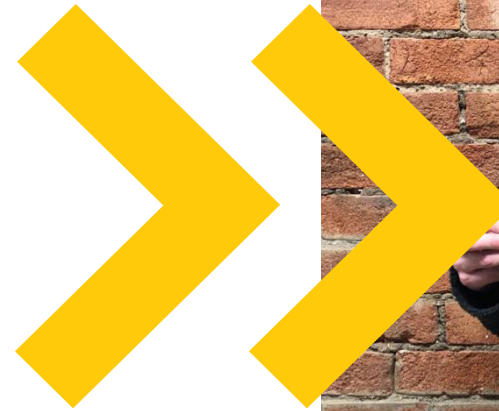
## Prison Operations Framework

Our breadth of expertise gives us the opportunity to develop new integrated solutions for commissioners. We will build a long term and structured approach to scoping new opportunities for Nacro in prisons. And we will design Prison Operations frameworks to bring together all that we do across education, housing, justice and health to provide multi-faceted solutions for the development of new prisons.



## 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 achieving 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 support them to share with government and public bodies at all levels what these barriers are and how to remove them.

### #CellStreetRepeat Campaign

Staff and supporters playing their part, alongside others, who shared our message on social media.





## Aim 2

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

# What we will do

**We will build and run creative campaigns for change alongside our service users which are 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.

Our live campaigns calling on the Government for improvements to systems to give everyone a fair chance.

**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 implement a communications approach which makes sure the people we need to engage with hear from us at the right time in language and format which works for them.

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



## Aim 2

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

# What success will 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.



Example new initiative to help deliver this strategy:

## More impactful website and brand

We want to make our website and brand as accessible and engaging as possible for our partners, commissioners, supporters and service-users. We will refresh these to ensure we are seen as a modern, innovative and solution-focused organisation. This will help increase our reach and engagement and tell a powerful story about what we do and our campaigns.



### Aim 3

We will develop into a digitally inclusive organisation where our staff and service users have access to the advantages that digital technology can bring



Essential remote working across our housing and support services.

**The disadvantages those that we work with face are many and long standing, however the pandemic highlighted just how stark the digital divide now is.**

We see the daily challenges our service users face to connect to family and friends, to learn, to apply for jobs or benefits or to find accommodation. 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. 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.

We also need to give the digital tools to our staff so they can do their jobs even better. Technology should be an enabler and we are committed to modernising our systems and our technological offer so that staff are supported at every level.



Totton College Media learner using industry-standard software.

### Aim 3

We will develop into a digitally inclusive organisation where our staff and service users have access to the advantages that digital technology can bring

## What we will do

- We will modernise our IT infrastructure investing in a more reliable network and technology
- 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 increase how we use digital in our direct delivery so our service users use it with us
- 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 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.

### Aim 3

We will develop into a digitally inclusive organisation where our staff and service users have access to the advantages that digital technology can bring

## What success will look like

- Our staff will feel better supported to do their work through the use of more efficient technology and systems
- Many more of our staff and 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
- Those most digitally excluded in our services will have access to what they need as a result of our investment
- We will see increased priority and investment from the Government and other decision makers to close the digital divide.



Example new initiative to help deliver this strategy:

### New housing management system

We need robust systems and information to support our delivery staff. We will invest in our housing management systems, and implement a new housing support/case management system to replace our current ways of working. This will increase productivity, service impact, compliance and data reporting. The new case management functionality that will come with the new systems is likely to be used in justice and health contracts as well as in housing.



## 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.

Supported Housing tenant and Support Worker, Essex.





Holiday Camp, Nacro's Greater Manchester Outdoor Learning.

#### Aim 4

We will build a sustainable future for Nacro

## What we will do

- We will recruit, train and invest in 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 and ensure there is a return on investment
- 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.

## Aim 4

We will build a sustainable future for Nacro

# What success will 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 be delivering on clear plans to improve both.



Example new initiative to help deliver this strategy:

## New strategic ways of working for business development

We need to proactively drive continuous service improvement and innovation in our services and also in our approach to bidding and managing contracts. We will develop clear processes for decision making for tenders and where appropriate support managers to have clear ownership of local opportunities. We will develop a clear and centralised approach to contract management and commissioner engagement improving contract performance and likelihood of successful retenders and new bids.



## Aim 5

# We will forge a values-led culture that supports a happy, productive and diverse workforce

**Our staff are our greatest asset.** You 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 you, your skills, your wellbeing and your 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.



Nacro's garden, RHS Tatton Flower Show.





Nacro's Criminal Record Support Service.

**Aim 5**  
**We will forge a values-led culture that supports a happy, productive and diverse workforce**

## 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 union to ensure that wellbeing and inclusivity are at the centre of everything we do
- We will work with our staff and union to provide an all-round wellbeing package for our staff in these difficult times
- We will create a culture where our staff and service users feel comfortable and confident to speak out and challenge
- We will consistently invest in learning and development at all levels of the organisation
- We will work with our staff, EDI committee and service users to challenge and act on discrimination and inequity wherever we see it
- We will train and support our board to ensure that they are able to provide the highest levels of leadership and governance.

## Aim 5

We will forge a values-led culture that supports a happy, productive and diverse workforce

# What success will 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 supported, included and valued
- We will be continuously listening, learning and taking action to challenge inequity and make us a better organisation.



Example new initiative to help deliver this strategy:

## Volunteer strategy, including for people with lived experience and routes to employment

Volunteering can bring great benefits for us as Nacro and for the volunteers themselves. We will develop a strategy for engaging volunteers, providing them with development opportunities and utilising their expertise to provide additional support in all our service delivery areas. We will also develop increased opportunities for our service users to volunteer and have more routes into employment at Nacro.





**We all play an important role in making this strategy a success – our staff, our volunteers, the people we support and our fantastic external partners.**

**Let us know what you pledge to do to help make this a reality.**

**Email [engage@nacro.org.uk](mailto:engage@nacro.org.uk)**



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**We see your future,  
whatever the past**

[nacro.org.uk](https://nacro.org.uk)