



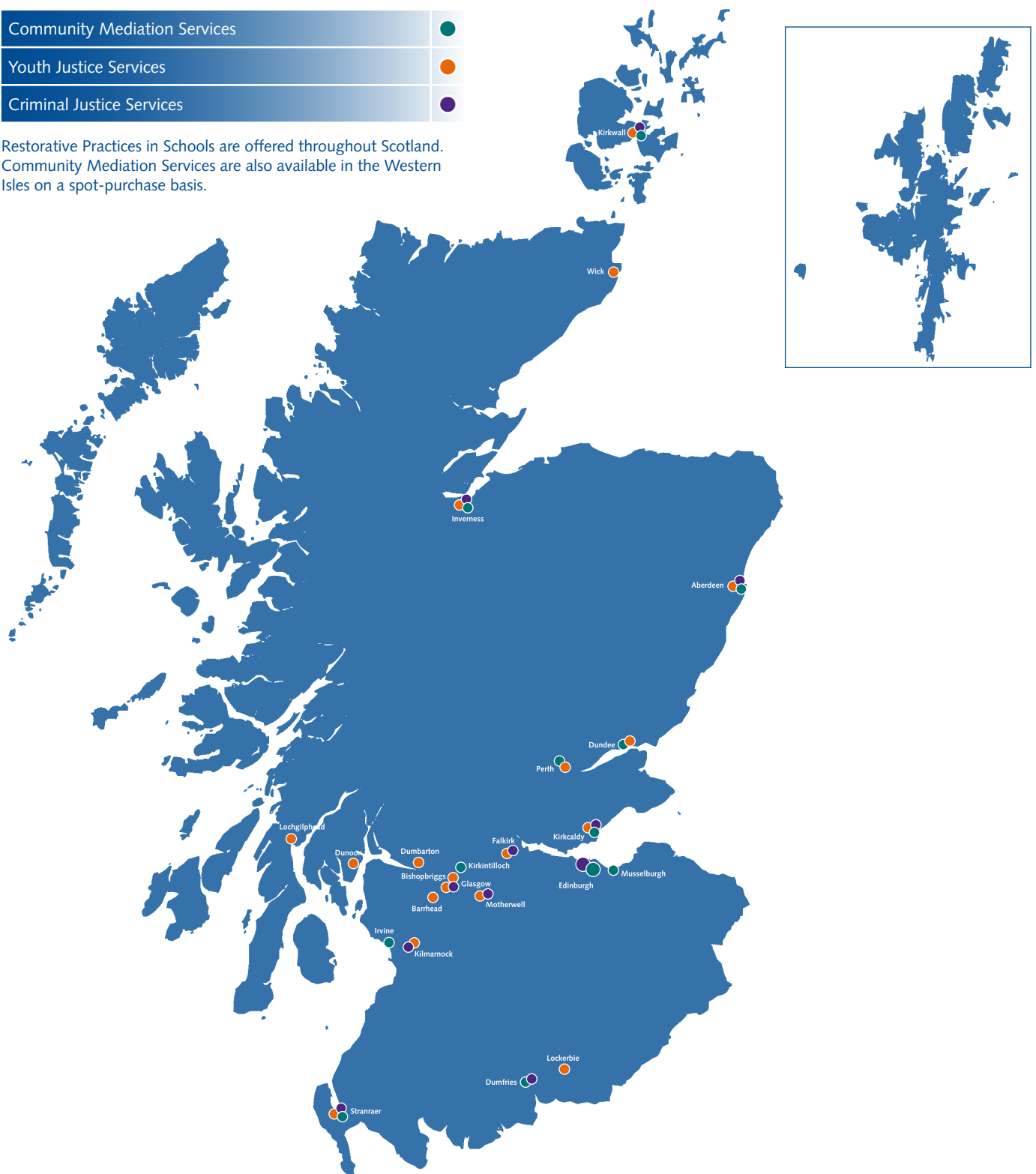
SAFEGUARDING COMMUNITIES – REDUCING OFFENDING

Annual Report 2007|2008

# Sacro Service Locations

Community Mediation Services	
Youth Justice Services	
Criminal Justice Services	

Restorative Practices in Schools are offered throughout Scotland. Community Mediation Services are also available in the Western Isles on a spot-purchase basis.



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# Chairman's Report

Paul H Morron MBE



## Positive results are already coming in and some significant new business has been generated despite the prevailing climate

**2007/2008** has been a year of change for Sacro, both within the organisation and in the external environment in which we operate. The Annual General Meeting in October 2007 saw the departure of Niall Campbell after the completion of his six-year term in office as Chairman. During that period he guided Sacro through a sustained period of growth, modernised its administration and effected improved efficiency in our affairs. He left a strong and stable organisation and I pay warm tribute to him. Also completing her statutory maximum term was Jandy Stevenson, Sacro's long standing Treasurer. A tower of strength to Sacro, Jandy revised and updated our financial system and was a major source of advice, guidance and assistance which extended well beyond matters of accounts and finance. I thank her for her contribution to the health and development of Sacro.

Recent annual reports noted a sustained period of growth and development with turnover at £10 million and 75 services across 35 locations facilitating in excess of 15,000 clients. This level of activity

will prove to be the high water mark – unlikely again to be reached over the next period of time. There has been a rapid change in the external environment in which we work. On the positive side, the election of a new Scottish Government in May 2008 heralded significant and welcome changes of approach to criminal justice policies. A cooling towards privatisation of prisons, the announcement of the ending of holding under 16 year-olds in the prison system and the emphasis on community based sentencing are initiatives we warmly support. It is a pleasant change to hear government talking up community sentencing rather than denigrating such an approach.

Also on the positive side has been the work of the Scottish Prisons Commission, headed by the Rt. Hon. Henry McLeish. The publication, *Scotland's Choice*, revealed a series of well argued, evidence based recommendations. They represent a bold and positive programme for reform which, if implemented, are likely to succeed in reducing both the rate of re-offending and our over dependence on prison, leading to a safer Scotland. Sacro welcomes the report and looks forward to a positive response from a government that likes to support effective measures of intervention.

More disappointing is the impact on much of the voluntary sector in Scotland of the tight financial settlement for 2008/2009, visited on the Scottish Government and likely to be a feature throughout the term of this Scottish Parliament. The unintended consequences on the third sector of the government's concordat with local authorities, the ending of many ring fenced sources of funding, the freeze on council tax and the downturn in the economy, have so combined to make vulnerable the availability of funding for many of the services Sacro provides. This is impacting across our sectors of activity including community mediation, restorative justice youth services including our work with schools, as well as criminal justice services. There will be some painful loss of service as we anticipate some services will be down sized, closed or taken in-house by commissioners.

Times such as these, however, are also full of opportunity. We anticipated and prepared well for this downturn. We have embarked on major pricing reviews of our services, looked towards enhanced outcome measurements and placed even more emphasis on quality. We have re-defined our core services and determined our priority client groups, all with an eye to the future. We are upgrading our business planning and sharpening our marketing. Partnership working, not least with others in the voluntary sector but also with our traditional local authority and newer Community Justice Authority partners, is being strengthened. Positive results are already coming in and some significant new business has been generated despite the prevailing climate. We are determined Sacro will come out of this period a little slimmer maybe but lean and hungry, well focussed and refreshed and ready to enter our next chapter of growth.

Our new three year strategic plan covering the period 2008 – 2011 has been published this summer. It represents a refreshment of Sacro. This includes a modernisation of governance. Under the chairmanship of Elizabeth Carmichael CBE, a sub-committee has recommended to the Board at its July 2008 meeting: (1) greater openness of the Board – publication of Board minutes on the Sacro intranet; (2) implementation of an audit of skills needed for the effective running of the Board and the opening up of some Board positions to external public advertisement; (3) how service users or former service users might have a role in governance; (4) for next year, how our membership can be refreshed and given greater involvement in Sacro's affairs.

I wish to thank the staff and volunteers of Sacro who are the real heroes and heroines of the organisation. Their values, efforts, vision and work represent Sacro at its very best. In the year ahead, I look forward to getting out to see our many services at first hand and spending time learning more about the work we do. I am delighted that our quality of service has again been recognised in 2008 by the new award of an *Outstanding Scheme* by the UK Howard League of Penal Reform for our Community Based Reparation Service in Aberdeen. I also wish to thank my colleagues on the Sacro Board, especially our new Treasurer, Bob Marshall. All of us on the Board wish to

record our appreciation to Steven Morton who does our administration, organisation and generally looks after us and keeps us right.

After 12 years as Chief Executive of Sacro, Susan Matheson has intimated her retirement from office in the first part of 2009. The 'official' retirement date of 6 June 2009 coincides with a very special birthday for her!

Sue has been at the head of Sacro for almost one third of the organisation's entire history. Through her dedication and outstanding leadership during this time, Sacro has experienced its most sustained period of stability, growth and development. The organisation today is value driven and is both widely respected and listened to. Her influence on civic society in general and community justice in particular has been immense and more than Sacro owe her a great debt of gratitude.

Sue: from those of us in Sacro – and far beyond – thank you for everything and every good fortune for the future.



**Kenny MacAskill** MSP, Cabinet Secretary for Justice, addressing delegates at the 2008 Sacro Annual Conference.

# Chief Executive's Report

Susan Matheson



Sacro continues to provide community mediation, youth justice and criminal justice services to a high standard. Our work in schools on conflict resolution, mediation and restorative practices continues to flourish and feedback on these services is very positive

**ONCE** again, it gives me great pleasure to thank Sacro's partners and funders for their support over the past year. Particular thanks must also go to our committed staff and volunteers and to the Board of Sacro who have so ably steered us through exciting yet challenging times.

At the AGM in October 2007, Niall Campbell and Jandy Stevenson demitted office as Chair and Treasurer respectively. I would like to repeat my heartfelt thanks to them and to Sheriff Younger and David Turner, who I was also sad to see leave the Board. I am enormously grateful to Paul Morron MBE and Bob Marshall for taking over the roles of Chair and Treasurer and giving so much thought and time to Sacro since then.

Our Honorary President, The Rt. Hon. the Lord Cullen of Whitekirk KT, continues to give us his support and time, which we very much appreciate and value. Sacro congratulates him on receiving Scotland's highest honour.

Our Annual Lecture took on a different form in 2007 and our thanks go to the respected journalist and broadcaster, Ruth Wishart, who, in front of the audience, interviewed Richard Garside, Director of the Centre for Crime and Justice Studies at King's College, London on the subject of *Community Justice – Reforming Civil Society*.

We are also grateful to Kenny MacAskill MSP, Cabinet Secretary for Justice who gave the keynote speech at our Annual Conference, *Community Sentences – Making Scotland Safer*. Thanks are also due to Julius Lang of the International Center for Court Innovation, who came over from New York to give his overseas perspective at the event.

Sacro continues to provide community mediation, youth justice and criminal justice services to a high standard. Our work in schools on conflict resolution, mediation and restorative practices continues to flourish and feedback on these services is very positive.

The quality of two of our services was publicly recognised in 2007 by the UK Howard League for Penal Reform in presenting awards to the "Another Way" service for women street sex workers and the Domestic Abuse Groupwork Service. Service quality was further evidenced by positive Care Commission inspection reports on all services inspected.

We continued to build good relationships with the Community Justice Authorities (CJAs) and welcomed the opportunity to contribute to the development of their three year plans.

On a more personal note, this will be my last annual report as Chief Executive. I will be retiring from Sacro officially on 6 June 2009, although I may leave my desk a little before that depending on the date my successor is appointed. I have gained enormously from working in Sacro over the last 12 years and I am very grateful to have had the opportunity to do so.

## Working with the dedicated and highly committed staff and volunteers across Scotland, and especially my closest colleagues in the corporate and senior management teams, has been a tremendous privilege

I have been extremely fortunate in the Chairs who have led Sacro during these years: Dr David Colvin, Niall Campbell, and now Paul Morron MBE. Each brought special talents; all were very dedicated to Sacro and gave generously of their expertise and time.

It has been a great pleasure also to work with our Honorary President, The Rt. Hon. the Lord Cullen of Whitekirk KT and with all the Board members of Sacro. I am particularly grateful to Jandy Stevenson, who was enormously helpful as our Treasurer from October 2001 to October 2007 and who continues to support us.

Working with the dedicated and highly committed staff and volunteers across Scotland, and especially my closest colleagues in the corporate and senior management teams, has been a tremendous privilege.



Sacro's Annual Conference, *Community Sentences – Making Scotland Safer* was held in March 2008.

Pictured left to right are: **The Rt. Hon. the Lord Cullen of Whitekirk KT**, **Kenny MacAskill MSP**, Cabinet Secretary for Justice, **Susan Matheson**, Chief Executive, Sacro and **Julius Lang**, Director of Technical Assistance at the Center for Court Innovation in New York



Service user, **Neil Meads** and **Fergus Ewing MSP** officially opened the Community Links Centre in December 2007.

I want to make special mention of my good, long-standing colleagues Lynda Ross-Hale and Keith Simpson who give outstanding service to Sacro and who have given so much to me. Steven Morton, with whom I have worked so closely, has also been an essential source of valued advice and support, as Alan Mairs has been and more recently, Andrew Philip. I could not have asked for better team members, they have all greatly enhanced my working life.

As well as those within Sacro, it has been an honour to work with our funders and other partners in the Scottish Government, Scottish Parliament, Community Justice Authorities, local authorities, Scottish Prison Service (SPS), HM Chief Inspector of Prisons and other statutory and voluntary organisations. In the latter category, it has been a privilege to work with the members and associates of the Criminal Justice Voluntary Sector Forum and the Scottish Consortium on Crime and Criminal Justice.

When I joined Sacro, my vision was to develop the organisation to make communities safer. To meet the needs of the whole community, the organisation would offer preventative community mediation,

have a significant impact on diverting people from the criminal justice system and provide services to adults and young people to reduce re-offending. Working with schools to introduce mediation and restorative practices is now a very positive addition to this list. Sacro would do this through providing core results-orientated services from a network of offices across Scotland, all adhering to Sacro national standards. I was also keen to have Sacro make evidence-based comment on policy and legislation. To achieve this I wanted Sacro to be held in high regard and easily recognised, giving clear messages consistently and frequently to policy makers and the media, where possible in concert with other like-minded organisations. This agenda will always require attention and it may never be fully achieved but I believe we have made progress and am confident this will continue to be the case.

Over the years I have been at Sacro, we have increased capacity for service delivery and influencing. This is evidenced by turnover and staff numbers respectively increasing from about £2million and 90 to over £10million and about 500 staff, sessional workers and volunteers. In terms of our influence, Sacro's views are routinely sought by Ministers, MSPs, Parliamentary Committees, the media and other opinion makers.

In my early days I made it possible for staff to have permanent contracts whenever possible, despite the vagaries of voluntary sector funding. In 1997 I introduced an annual appraisal system, designed to be a positive and constructive process. In the strategy making process I always placed a high importance



The Scottish Community Mediation Centre and Scottish Community Mediation Network were launched in Edinburgh in June 2008.

on making it possible for staff and volunteers to contribute. Staff development is another area I always prioritised and this led to Sacro obtaining Investors in People status in 2006. I also introduced a job evaluation scheme, and routinely updated human resources and health and safety policies and procedures. More recent was my introduction of Constructive Communication training for every member of staff, building on the mediation and restorative practices expertise in the organisation. All of this was designed to enhance working life and make it possible for staff and volunteers to contribute of their best for the benefit of clients and to achieve our agreed outcomes.

I have championed the importance of volunteers and numbers have increased, along with training and support for them. Volunteers bring a wealth of experience to Sacro and have told me how they in turn, benefit from working with us.

With a background in research, I recognised the importance of monitoring and evaluating our services to demonstrate their effectiveness. I negotiated the largest Scottish grant from the Esmée Fairbairn *Rethinking Crime and Punishment* initiative, which allowed us to employ a researcher for two years from 2002. This persuaded the (then) Scottish Executive to permanently fund a Research Officer post from 2005, which has enabled our monitoring and evaluation to become considerably more sophisticated.

Working for Sacro has given me great personal fulfilment. I have also enjoyed contributing externally over the last 12 years to the SPS National Suicide Risk Management Group, the former Scottish Executive's Criminal Justice Forum and more recently, to the National Advisory Body on Offender Management.

I am proud to have played a part in the founding of the Scottish Consortium on Crime and Criminal Justice; the Criminal Justice Voluntary Sector Forum; and (before I joined Sacro) the Association of Chief Officers of Scottish Voluntary Organisations.

I bid farewell to Sacro and – if I may mix my metaphors – I am only one cog in its machine and the waters will soon close over after I leave. There is no doubt Sacro will continue to serve Scotland well into the future and I wish all those who will take it forward all the very best.

# Partnership Working

Partnership working is increasingly important to our work and our mission of promoting safe and cohesive communities by reducing conflict and offending

Sacro's Chief Executive represented the **Criminal Justice Voluntary Sector Forum** on the Ministerial National Advisory Body on the Offender Management, and on the Scottish Government Strategic Policy and Finance Group.

Partnership with local authorities is key to our local services, as too is our work with the **Community Justice Authorities** (CJAs) and we are grateful for their support of all we do.

The **Scottish Consortium on Crime and Criminal Justice**, of which Sacro is a founder member, continues to be an influential body, publishing highly regarded academic papers which provide policy makers with an evidence base for policy making.

The **Criminal Justice Voluntary Sector Forum**, of which Sacro is also a founder member, continued to provide the government with representation on a number of national bodies. Thanks are due to Netta McIver, then Chief Executive of **Turning Point Scotland**, for chairing the Forum in 2007/2008, a role now taken over by Angela Morgan, Chief Executive of **Includem**.

**Police** 'tracking' procedures and protocols for the purpose of identifying re-offending rates by users of Sacro services continue to be a vital part of evidencing our effectiveness and we are grateful to the police for their co-operation with this.

Other agencies with whom we had contact during the year included **Apex, Community Care Providers Scotland, Edinburgh Cyrenians** (with whom we run the successful and expanding service for homeless or potentially homeless young people), **NCH, Scottish Council Foundation, Scottish Council for Voluntary Organisations, Young Scot, Skills for Justice** and **Victim Support Scotland**.

## Criminal Justice

Sacro's Criminal Justice Advisor, has been involved with the **Scottish Government** led reviews of bail supervision services and the *National Standards for Criminal Justice*. He has also represented Sacro on the **Scottish Prison Service's** Offender Outcome Strategy Group, Sex Offenders Resource Group and has asked to be involved in their internal review of programmes for sex offenders. Sacro has also worked collaboratively with **Skills for Justice** and been an observer on the Board of **Families Outside**.

We were grateful that the **Scottish Prison Service** (SPS) continued with the secondment of a prison officer to the Community Links Centre. Sacro's Chief Executive continued to contribute to SPS by being a member of the SPS National Suicide Risk Management Group. The new Chief Executive of SPS, Mike Ewart, also attended an introductory meeting with Sacro's Chief Executive.

## Restorative Justice

Sacro has continued to share its expertise in restorative justice with national and international agencies. We continued to advise the **Scottish Government** and the **Scottish Children's Reporter Administration** (SCRA) Restorative Justice Group on the development of restorative justice policies, guidelines and manuals to raise standards of practice across a very wide range of services and agencies across Scotland.

In collaboration with the **Latvian Probation Service**, the **German Waage Institute** and the **Criminal Justice Social Work Development Centre for Scotland**, Sacro designed and delivered the second summer school of the European Forum for Restorative Justice in Riga, June 2007.

Sacro was commissioned to design and deliver restorative justice skills training for the **Portuguese Associação de Mediadores de Conflitos** in Lisbon (July 2007) and Porto (November 2007). This training contributed to the theory and practice of restorative justice that was approved for delivery by the **Portuguese Ministry for Justice**.

In February 2008, Sacro assisted the **Scottish Government** to organise the first seminar on restorative justice in the adult system. Leading experts from England, Wales and Belgium contributed to the seminar in addition to representatives from Sacro, **Victim Support Scotland, Restorative Practices Scotland** and the **Criminal Justice Social Work Development Centre for Scotland**.

Sacro's Youth Justice Advisor responded to consultations on *National Occupational Standards for Restorative and Youth Justice*, the draft *Children's Services Bill* and the Scottish contribution to the 2007 UK report to the *UN Committee on the Rights of the Child*.

### Community Mediation

Our Community Mediation Consultancy & Training Service (CMCTS) has continued to advise on the development of service provision, practice and accreditation, including the content and design of **Scottish Government** public information leaflets and a government-funded promotional and training DVD. Relunched as the Scottish Community Mediation Centre, the service acts as an administration base for the Scottish Community Mediation Network. It also represents Sacro on the Board of **Scottish Mediation Network** and the **Scottish Legal Complaints Commission** (Mediation Advisory Group).

### Restorative Practices in Schools

Sacro's Restorative Practices in Schools Service has worked in partnership with the **Scottish Government's** Schools Directorate *Better Behaviour Team* by providing joint school training sessions with team members on four occasions. It has also participated in a consultation exercise organised by **Scottish Government** with **Third Sector** on *Youth Work and Work with Schools*.

A pilot schools development project is being completed and evaluated with **Falkirk Council's Education Service**.

The Restorative Practices in Schools Service has supported and represented Sacro at two national conferences on the subject and is planning for a further conference in October 2008.

### Sacro Board members

Paul Morron *MBE, Chair*

Neil Ballantyne

Elizabeth Carmichael *CBE*

David Croft

Robert Marshall, *Treasurer*

Prof. Mike Nellis

Lindsay Thomson

Salma Siddique

### Retired during the year

Niall Campbell

Margaret Cox

Jandy Stevenson

David Turner

Robert Younger

### Observers

Stephen McGrath	Association of Chief Police Officers of Scotland
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Robin Duncan	British Association of Social Workers
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Jane Martin	Association of Directors of Social Work
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Vacancy	Victim Support Scotland
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Wilma Dickson	Scottish Executive Assessor
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### In attendance

Susan Matheson	Chief Executive
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Lynda Ross-Hale	Head of Operations
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Keith Simpson	Head of Development & Research
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Andrew Philip	Head of Finance & Support Services
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### Secretary

Steven Morton	Executive Assistant to Chief Executive
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# Development & Research

A **MAJOR** priority for the Development & Research team in 2007/2008 has been the need to assist Sacro to adjust to and prepare for actual and anticipated changes in the external funding environment in which we operate. These include the priorities of the new Scottish Government, the assumption of responsibilities by Community Justice Authorities and the removal of ring-fenced funding for local authorities. Each of these presents a range of challenges which represent a continuing agenda for the year ahead.

## Service Evaluation

A major feature of this agenda is the need to evaluate the effectiveness of our services. Over the past year much work has been put into service evaluation for the purpose of establishing the effectiveness of services and ways in which they could be improved. A seminar on the methodological issues involved in analysing reconviction data was delivered to the Scottish Association for the Study of Offending, and an article on this topic – as well as another on victim impact statements – was published on the CjScotland website ([www.cjscotland.org.uk](http://www.cjscotland.org.uk)). An article on the case for bail supervision was also published in the February 2008 issue of *Scottish Criminal Law*.

## Criminal Justice Services

The Criminal Justice Advisor has been involved in a number of initiatives throughout the period. Internally these include providing support for the review of our Supported Accommodation Services and involvement in a review of our Intensive Support & Monitoring Services. On a developmental front there has been involvement in the Scottish Government's review of bail supervision services which resulted in new bail supervision guidance being produced and published by the government, and compilation and circulation of a prospectus of Sacro's Supported Accommodation Services. Time and effort has also been spent raising awareness of and campaigning for the piloting of Circles of Support and Accountability in Scotland. The CJ Advisor has also been involved in the Scottish Government's working group drawing up the new *National Objectives and Standards for Criminal Justice Social Work* and has carried out a thorough analysis of all CJA Area Plans in relation to Sacro's strategic planning priorities.

Much work has been put into service evaluation for the purpose of establishing the effectiveness of services and ways in which they could be improved

## Restorative Justice Services

The Restorative Justice Consultant and Research Officer developed and launched a Scotland-wide data collection and management system for restorative youth justice services, commissioned by the Scottish Government. This will assist the national evaluation of these services, which will look at the effectiveness of restorative justice in meeting the needs of young people who offend and the people they have harmed, in line with recent youth justice strategies and protocols.

In March 2008, our Restorative Justice Consultant, Derek Brookes, left the organisation and returned to Australia. Derek carried out invaluable work with Sacro, the Scottish Government, the Scottish Children's Reporter Administration and a vast number of other organisations over a period of seven years, in respect of furthering the development of restorative justice in Scotland.

Sacro Restorative Youth Justice Services have been through a period of a change this year. Due to the removal of ring fenced funding, services and staff have had considerable pressures on them. In several areas there have been uncertainties over funding for the coming year. Cuts in funding have seen some services reduce in size. In other areas things have remained fairly static or have seen slight increases, however, the new administration has made changes to the whole area of youth justice, encouraging new partnership working with a focus on early intervention and more serious offending. This has implications for Sacro Youth Justice Services.

## Community Mediation Services

Plans were laid in 2007/2008 so that from 1 April 2008, following eight successful years which saw the number of Scottish community mediation services grow from fewer than 10 to 30, Sacro's Community Mediation Consultancy and Training Service could change its identity. Sacro was awarded funding by the Scottish Government to establish the Scottish Community Mediation Centre. The Centre will provide a comprehensive service of training, consultancy and practice advice on all aspects of community mediation, as well as acting as the administrative base for the Scottish Community Mediation Network and its accreditation schemes. This will fill the gap left by the demise of Mediation UK in the maintenance of accredited practice standards and quality assurance systems for community mediation in Scotland. The Centre offers a range of resources on all issues around constructive conflict resolution in neighbourhoods. Training, advice, guidance and assistance is available to mediation services, social landlords and all other agencies concerned with neighbourhood conflict.

## Restorative Practices in Schools

Following the appointment in 2006 of the National Co-ordinator – Work with Schools, Sacro's work in schools has continued to develop significantly. This has enabled us to work towards the objective of increasing the use of mediation and restorative practices in Scottish schools and the number of schools and education authorities approaching Sacro for assistance in developing such continues to increase. A significant number of Sacro staff have completed the internal courses: *Working with Schools 1*, *2* and *3*. The Falkirk pilot project with two high schools and three primary schools has now been completed and evaluation is underway. Positive, collaborative links with the government's Positive Behaviour Team continue to be built and over the year Sacro was represented at, and provided support for, three national conferences on restorative practices in schools.

## Research reports published externally in 2007/2008

Kirkwood, S. & Dickie, D. (2008). *The case for Bail Supervision. Scottish Criminal Law*, February 2008, 264-267.

Kirkwood, S. (2008). *Evidencing the Impact of Criminal Justice Services on Re-offending*. CjScotland. [www.CjScotland.org.uk](http://www.CjScotland.org.uk)

Brookes, D. & Kirkwood, S. (2007). *Will the Victim Statement scheme secure greater participation for victims in the criminal justice process?* CjScotland. [www.CjScotland.org.uk](http://www.CjScotland.org.uk)

## Reports completed during 2007/2008

Report on evidence of effectiveness of Circles of Support and Accountability (for Circles proposal)

Monitoring and Evaluation Report on Sacro's Restorative Justice (Diversion) Services

Monitoring and Evaluation Report on Sacro's Bail Services

Monitoring and Evaluation Report on Sacro's Arrest Referral Services

Monitoring and Evaluation Report on Sacro's Edinburgh Community Links Centre

Board report on Aberdeen Supported Accommodation Services.

Board report on Restorative Justice (Diversion) Services.

Board report on Domestic Abuse Groupwork Service.

Evaluation Report on Sacro's Domestic Abuse Groupwork Programme and Associated Services (for Howard League Award Application)

Supported Accommodation Literature Review

Report on implementation of HOMES Matrix assessment and outcome measurement system in Supported Accommodation Services.

Report on factors affecting outcomes from Restorative Justice (Diversion) Service cases and referrals.

Report on factors affecting outcomes from Bail Service cases and referrals.

Report on factors affecting outcomes from Community Mediation Service cases and referrals.

# Operational Quality

## Service Delivery

**IT IS** important to routinely reflect on what we achieved to ensure we delivered quality services across Scotland in 2007/2008. We do this by analysing a number of factors:



## Organisational Structure

We concluded stage one of our *Roles and Responsibilities Review* where we considered and made amendments to the principles for our structure to ensure we were making best use of our resources in delivering services.

## Communication

Sacro's *Working Together in Sacro* strategy became operational in April 2007. This strategy aims to provide, by working together constructively, a positive working environment to ensure that employees' health and well-being, confidence and performance at work are maximised. This would also maintain an environment conducive to effective service delivery.

## Regulatory

Sacro and the Care Commission have continued to liaise to maintain an understanding of the role of the regulatory body and of the services we provide. 2007/2008 saw the second annual inspection of our criminal justice accommodation services and the results of these reflected positively on our aim of delivering high quality services.

Sacro continues to review policies and procedures in light of ongoing dialogue with the Care Commission. One example being the review and further development of physical intervention policy and procedures. March 2008 saw the conclusion of this with the introduction of the *Sacro Restraints Statement*.

## Development Opportunities

Community Justice Authorities (CJAs) have been fully operational since April 2007 and we have representation at seven out of the eight CJAs. In addition to this, we have played a part in ensuring that Sacro and the wider voluntary sector continue to influence the development and implementation of the Community Justice Authority Area Plans.

## Training

Sacro have been in discussions with the Scottish Social Services Council (SSSC) in developing a qualifications path for staff that reflects future requirements when the appropriate social care sector staff register is opened. The SSSC has been supportive of how Sacro is tackling the qualifications issue to date and are satisfied that the qualifications path is appropriate to the tasks expected of staff. In addition, Sacro received positive comments on our review and implementation of Induction and Continuing Professional Development (ICPD) portfolios.

To demonstrate effectiveness of its services, Sacro continually assesses its progress and success. One of the tools used to do this is the Practical Quality Assurance System for Small Organisations (PQASSO). There are 17 topics areas, each with three levels. All Sacro Criminal and Youth Justice Services were working to complete level one, two or three this year, depending on how long they have been in operation. Congratulations to Perth Youth Justice, Aberdeen Supported Accommodation, Aberdeen ISMS and Aberdeen/Aberdeenshire Supported Tenancy Service for the completion of level three in all areas this year.

All of these enhance the delivery of services and contribute to making our communities safer. The key to our success, however, is our staff. The commitment and energy they put into delivering their roles ensures we deliver high quality services.

# Administration

## Human Resources

**FOR** the successful delivery of Sacro's work, we depend on the dedication and skills of our staff and volunteers.

The Human Resources (HR) team continues to provide support to staff on all human resource matters. The team supports Sacro in maintaining best practice by reviewing existing policies and introducing new HR policies.

Sacro's innovative *Working Together in Sacro – Constructive Communication Strategy* to bring our conflict resolution skills into our workplace is now fully operational. The aim of this strategy is to assist in creating a positive working environment to ensure that employee's health and well-being, confidence and performance at work are maximised, as well as maintaining an environment conducive to effective service delivery.

As part of the implementation process, two teams of internal Mediators and Restorative Facilitators have been trained to offer mediation and restorative practice. Sacro's *Discipline and Grievance Policies* were also amended to accommodate the new approach.

All staff have had the opportunity to attend training events designed to enable them to acquire or develop the knowledge and skills required to enhance their interpersonal skills and foster more productive working relationships. A rolling programme of training is now in place and is offered to new employees.

## Information Technology and Information

**THE** ITI department underwent significant change with the departure of two staff, resulting in the arrival of a new Manager and Database & Information Officer. Normal service was maintained during this transition with the Helpdesk successfully resolving the usual high volume of internal IT requests. The database team have produced the ongoing monthly statistics for the services, as well as responding to ad-hoc requests for data and information. The team works closely with Advisors and the Research Officer, to assist with Sacro's Monitoring and Evaluation Strategy. This has included the production of data for annual, Board and research reports.

The use of the Intranet has been a feature of the year, with the completion of the rollout to all staff. It has helped to improve working practices and will continue to do so as it is developed further. An E-learning module has been purchased with support from the Scottish Government and appropriate courseware will be prototyped, in partnership with Learning & Development, during the coming year.

The team continues to contribute to Sacro's Learning & Development programme in other ways. It provides events in relation to the bespoke databases and data management, as well as Microsoft products and IT policy.

With the generous aid of Scottish Government Capital Grant money, the ITI department was also able to upgrade all computer operating systems, together with anti-virus and internet-monitoring software.

## Communications and Media

Sacro continued to be proactive in seeking media coverage throughout the year. The issuing of regular press releases and more direct contact with journalists has helped raise the profile of the organisation and we continue to be contacted regularly by the media for our views and opinions.

We relaunched our newsletter, *Sacrosanct*, with the more defined role of promoting Sacro to stakeholders and opinion makers in Scotland. *Sacrosanct's* previous incarnation had been as a mainly internal newsletter – a role now better fulfilled by our intranet. Feedback on the new publication has been excellent and we hope to increase its frequency and circulation over the coming year.

The Sacro website was also redesigned and its content significantly enhanced. The new site went live in February 2008 and very quickly saw a massive 800% increase in site traffic, which it has managed to sustain. By producing the website in-house we are able to update it instantly and this will be further developed throughout 2008/2009 as we use it to respond more effectively to current news issues and explore new and more innovative ways to promote Sacro's views. New, Sacro branded websites for the Scottish Community Mediation Centre and Restorative Justice in Scotland are also being developed in-house and are due to be launched mid 2008.

Our new *Strategic Plan for 2008–2011* places increased importance on effective promotion of our services and views to stakeholders, the media and the public. To this end, we plan to develop a communications unit with responsibility for Sacro's publications and websites as well as the usual direct contact with the media. Unlike many charities and voluntary organisations, Sacro manages and produces nearly all of its communications services internally. This brings us greater control and flexibility in how we communicate with the wider world. With a view to the future, we will be reviewing our communications strategy and setting up a communications working group to explore new and innovative ways to improve Sacro's media profile over the coming year.

## Finance

**DURING** 2007/2008, Sacro's turnover was £10.8 million.

Criminal Justice Services continue to represent 60% with Youth Justice and Community Mediation each accounting for around 20% of the total.

Audited accounts are available on request.

Income (£'000s)	
Funding from Local Authority Service Level Agreements	8,505
Scottish Executive Funding	994
Rent and Service Charges	142
Other Income (including Training and Intensive Support Contracts, Donations and Bank Interest)	1,197
<b>Total Income</b>	<b>10,838</b>

Expenditure (£'000s)	
Youth Justice	2,088
Criminal Justice	6,698
Community Mediation	1,818
Governance Costs	19
<b>Total Expenditure</b>	<b>10,623</b>

### The Sacro Trust

The Sacro Trust is constitutionally separate and aims to provide small grants to individuals in the process of rehabilitation. A total of 50 grants, averaging just over £110 were awarded in 2007/2008. Grants were made to assist with tenancy items (household goods), to enable access to training courses and for driving lessons.

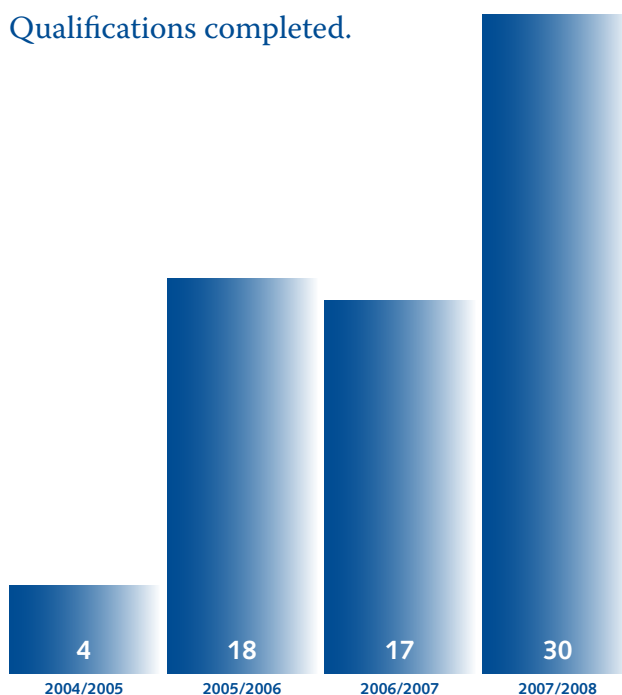
# Learning & Development

Sacro continued its commitment to supporting employees and volunteers to develop knowledge and skills. Realising the ability to provide and manage services effectively and efficiently is becoming ever more significant to ensure compliance with service and non service related statute and standards. Sacro has continued to evidence this commitment through the provision of a comprehensive and innovative programme of learning and development with opportunities in every functional and geographical area.

Sacro has steadily increased its commitment towards developing a qualified workforce both within registered and non registerable services. As highlighted below, the number of employees achieving qualifications during the review period has reached a high, partly due to external funding sources providing opportunities for more employees than ever to access a professional qualification.

Over the past four years, Sacro has supported 69 employees to achieve a qualification.

## Qualifications completed.



Induction & Continued Professional Development (I&CPD) portfolios for Criminal Justice Workers are agreed and ready for implementation through 2008. During the initial pilot, a Senior Manager, Operations, reported that “the portfolio had been extremely effective and useful in inducting a Service Manager”. The ability to accredit prior learning through a system of ‘passporting’ has begun.

The Volunteer Management Group (VMG) was established during the year. The group wrote, consulted and implemented the *Volunteer Policy and Procedures*, including agreement on task descriptions and a chart highlighting differences of roles and responsibilities between workers and volunteers.

Performance review amendments and consultation and implementation of the *Performance Review Policy, Procedures and Forms* was concluded in August 2007. Initial qualitative responses have been excellent, with employees reporting they are finding the process much easier.

Six qualifications were negotiated to be free to Sacro, including one Learning & Development Scottish Vocational Qualification (L&D SVQ) at level 4 – a substantial saving. Unfortunately, Sacro did not qualify for further voluntary sector fund development monies in this financial year and the European Social Fund criteria also changed which left Sacro and Skills for Justice unable to apply for the same.

## Diverse Learning Methods

Following a review of organisational and functional core learning, a number of different learning methods are now in situ. Seven distance learning packs became readily available to employees and volunteers and, to date, 45 candidates have undertaken them.

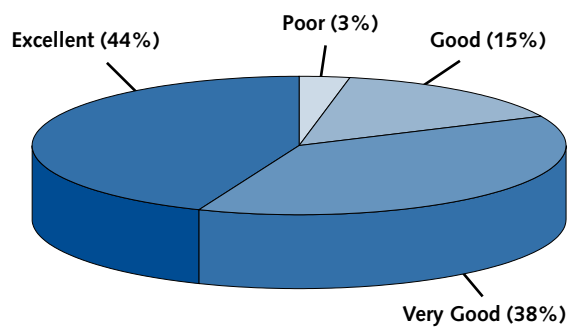
Sacro facilitated 1,353 participant places in the year 2007/2008 excluding support for accredited opportunities or qualifications. There were 133 opportunities with 70 different event titles. Over the year, this equates to each employee participating in an average of four separate learning opportunities. 19 employees have applied to undertake the free certificated courses in *Promoting Equality* and *Healthy Eating*. In addition there were 114 bulletins advertising learning events and 49 advertising conferences.

## Immediate Response to Learning Opportunity

938 of 1,353 people undertaking internally facilitated learning opportunities completed a sheet indicating their immediate response to the opportunity. 901 (97%) of those completing a response rated the overall value of the opportunity as good, very good or excellent.

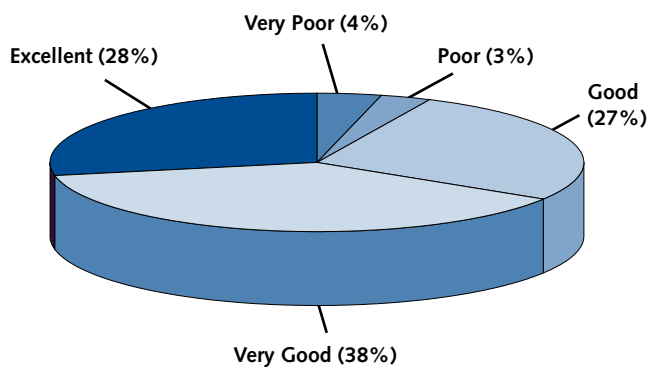
## Summary

As the figures clearly demonstrate, the Learning & Development Advisory Steering Group has been successful in focusing Sacro on reviewing, updating and implementing the *Learning & Development Strategy* and supporting the ongoing commitment to the development of all employees and volunteers.



## Follow-up to Learning Opportunity

People undertaking learning events are requested to complete a follow up review which measures the improvement in a person's ability to carry out their current role and implement their learning. Although the overall return rate of the questionnaire is around 48% (642), it is encouraging that approximately 93% (597) of these people reported there was an improvement in their ability to practice and were able to implement their learning.



# Community Mediation

**PREVENTING** and resolving local conflicts is an essential part of making Scotland's neighbourhoods positive and safe. We believe that, wherever possible, this is most effectively done through informal means. Community mediation is a straightforward, tried and tested way of helping people handle conflict positively without recourse to the courts or police. Our mediators deal with a huge range of individual and group conflicts, assisting people to find shared practical solutions to their problems. Mediation is now an essential element of local government initiatives in tackling anti-social behaviour.

Sacro's Community Mediation Services have had their busiest year ever, assisting over 4,000 Scottish households. Increased awareness of mediation has resulted in more people and agencies using it as the first choice for resolving disputes, whether they arise between neighbours, between groups in the community, in the workplace or in schools. The services take referrals directly from people involved in conflicts or from housing departments, the police, environmental services, anti-social behaviour teams, MSPs, councillors and many other sources. This is because mediation has a great success rate – of all the cases going to mediation, just over 80% had a positive outcome.

Sacro pays particular attention to ensuring our mediators operate to the highest standards and benefit from approved training. We are currently instrumental in the development of the Scottish Community Mediation Network's *Accreditation Standards for Mediators, Services and Training*. This initiative consolidates Scotland's position as a European leader in community mediation practice.

Sacro manages the Scottish Community Mediation Centre, funded by the Scottish Government to assist local authorities in developing efficient and effective mediation provision. The Centre also provides a range of mediation training to housing officers, police, and a range of other professionals, and its five-day neighbour mediation training course continues to accredit mediators throughout Scotland.

Sacro's Community Mediation Services operate within a standardised dispute classification system and benefit from a tailor-made database package.

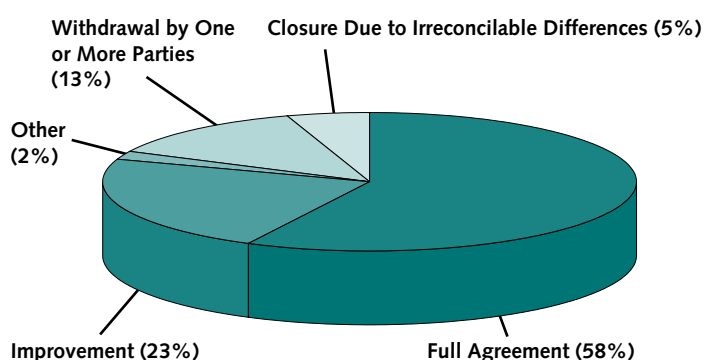
This contributes greatly to ease of case management, monitoring and evaluation and has been commended by the Department of Trade and Industry as leading in its field.

A total of 1,962 conflicts were referred to Sacro's Community Mediation Services between April 2006 and March 2007, an increase of 2.4%. The first aim of our services is to assist people in conflict to resolve the issue themselves, by providing assistance which varies from simply informing people about their options, to giving advice, to coaching on how to approach neighbours positively. These methods were used in 69% of referrals. Sometimes, however, this approach is not enough and our services bring people together to work out resolutions to their conflicts with the assistance of mediators. In 2007/2008, mediation was used with 614 of these cases and success rates were high, with the mediation breaking down in only around 10% of all cases. In most instances, meetings were held between the parties to the conflict. Indirect or "shuttle" mediation is now only used where there are clear and pressing reasons why parties cannot meet.

Noise continues to be the main presenting issue in conflicts, with children's behaviour, anti-social/abusive behaviour and boundaries also being common issues. It is normal, however, for neighbour conflicts to be multi-faceted, with a range of allegations and counter-allegations of problematic behaviours and actions.

The largest single referral source was housing departments, with self-referrals, anti-social behaviour teams and the police also being major sources.

## Mediation outcomes.



# Youth Justice

**Sacro** have provided services for young people who offend since 1996. However, the majority of Sacro Restorative Youth Justice Services were set up in 2002 across 20 local authorities. Restorative justice aims to address the harm caused by antisocial behaviour or offending in a meaningful way. Where appropriate, cognitive behaviour work is also provided in an attempt to support young people to change their thinking and behaviour. Persons harmed are also supported to examine the service options available to them through a meeting with the young person who harmed them in the form of a restorative justice conference or face to face meeting. Alternatively, if no meeting is possible they can be offered shuttle dialogue.

Due to the removal of ring fenced funding in 2008, services and staff have come under increased pressure and in several areas, there have been uncertainties over funding for the coming year. Cuts in funding have seen some services reduce in size. In other areas things have stayed the same or have had slight increases. However, the new administration has made changes to the whole area of youth justice by encouraging more partnership working with a focus on early intervention and more serious offending. This has had implications for Sacro Youth Justice Services, in that many of our cases can appear to fall between these focal points in policy. It also means that Sacro Restorative Youth Justice Services have to work even harder at evidencing outcomes and value for money in an ever competing industry.

One of the actions we have taken in 2007/2008 has been the commencement of a three year programme to inspect and monitor services. This will enhance the evaluation that has already been going on for several years through an extensive data management system.

The range of restorative justice services offers an effective means of dealing with offending and anti-social behaviour. This brings important benefits to people who have been harmed as result of such behaviour, in addition to reducing the risk of those responsible, repeating unacceptable behaviour. It provides a means of identifying criminogenic risk and need<sup>1</sup> in the lives of young people and in motivating them to address these with appropriate support, including that of their parents or carers.

Sacro's own service evaluation, and research carried out internationally by a large number of respected authorities, is now able to demonstrate conclusive benefits and effectiveness arising from restorative justice<sup>2</sup>.

In 2007/2008 there were 18 local authorities using a Sacro Restorative Youth Justice Service. The Midlothian service closed in Dalkeith during the year, thus reducing this figure to 17.

The services offered by Sacro Restorative Youth Justice Services include: Restorative Youth Justice, Restorative Acceptable Behaviour Services, Community Based Reparation (shared with Adult Restorative Justice), and Cognitive Behaviour Programme Services.

There were 1,832 young people referred in 2007/2008, with 618 related persons harmed. Due to the *Getting it Right for Every Child* policy, a revised set of restorative justice guidelines was produced. This provided agencies, as well as the Children's Reporter with a direct route to restorative justice services. This is reflected in the fact that, of the cases above (although a good proportion still comes through the Children's Reporter), 400 came from the police, 138 from social work and 37 from the procurators fiscal, with two from a hearing and seven from schools. The following report now concentrates on the 1,757 cases that were completed and closed between 1 April 2007 and 31 March 2008. These were made up of 22% female and 78% male, with the majority (80%) being between 13–15 years of age.

Of these closed cases, 1,106 (63%) young people took part in the services with 1,075 of them taking part in restorative justice services. 296 did some form of cognitive behaviour work with 18 young people taking part in the behavioural change programmes in the Perth service.

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<sup>1</sup> *Research and Practice in Risk Assessment and Risk Management of Children and Young People Engaging in Offending Behaviours: Literature review* (2007). Burman, M., Armstrong, S., Batchelor, S., McNeill, F., & Nicholson, J. The Scottish Centre for Crime and Justice Research.

<sup>2</sup> *Reducing Recidivism: A Task for Restorative Justice?* (2008) Robinson, G., & Shapland, J. *British Journal of Criminology* 2008 48(3):337-358

There were also four Family Group Conferencing cases, where a raft of interfamilial and community issues are explored in a restorative way.

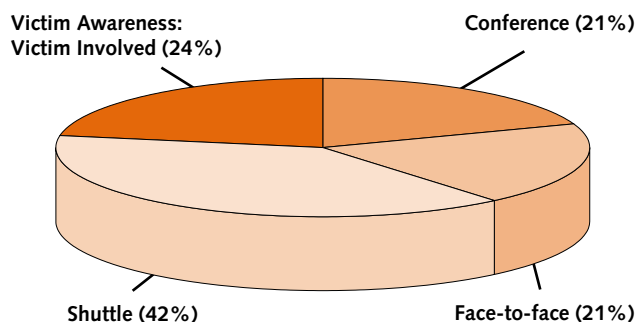
Looking at outcomes, it is important to relate these to current and past research. In the area of criminogenic risk and need, it has been shown for some time that the best outcomes of change will occur if services are targeted at criminogenic risk. Two of the main issues (that are linked with the risk of reoffending) are anti-social attitude and lack of empathy. After work was completed with Sacro, feedback questionnaires were sent out to young people, their parents and persons harmed. When feedback questionnaires were returned by young people, 95% said that they had changed how they thought about offending, 91% said that it had helped them understand how their behaviour had affected the other person and 67% stated they had learnt more about the circumstances of the person harmed. This gives us an indication that the services are targeting risk appropriately and that the work they undertook assisted young people to change their thinking in significant ways.

Out of 807 closed cases involving the persons harmed, 742 were offered a service. 63% of these cases were of a personal nature. This includes the 24% of cases involving children under 16 years of age. Where there were persons harmed involved, the majority of cases were assault (27%), vandalism (33%), theft (15%) and breach of the peace (7%). This suggests that serious cases are being passed to Sacro.

Of those offered a service, 467 (63%) took part in restorative justice. Of those who did not take part, the main reasons were that they (30) were happy that Sacro was doing something with the young person, the young person had already apologised (21) or they could not be contacted (64). There were only 83 who stated they did not want to take part and 12 who could not see benefits for them.

Of those who took part, 194 (42%) met with the young person who had hurt or harmed them. This is again an increase on the previous year, where 30% had met. The following chart illustrates the breakdown of services undertaken by persons harmed.

### Services undertaken by persons' harmed.



Of these cases, 95% were recorded as having a successful outcome. In feedback responses to the service from eight services, 62% of persons harmed said that restorative justice was a good way of dealing with the offence, with 63% saying that it allowed them to express their feelings. 58% of persons harmed said that they learned more about what happened from their involvement with the service and 44% said that they understood more about why the young person committed the offence. 60% reported they felt able to influence what happened to the young person.

48% of persons harmed wanted to let the young person know how they felt and 48% wanted to help the young person in some way.

Reparation is asked for in the form of a task in 20% of cases where persons harmed are involved. In 79% of cases, an apology is made either directly through a meeting, or indirectly through shuttle dialogue. Aberdeen's Community Based Reparation Service is unique in that manages reparative tasks in both the youth and adult restorative justice services. In the past year there were 15 tasks overseen by the service, with 100% completion rate. At the time of writing, work was underway in preparing the service for Howard League Award submission\* during 2007/2008. A breakdown of the types of tasks included charity work, painting and decorating, gardening, environmental work and vehicle maintenance.

\* In June 2008, The Community Based Reparation Service in Aberdeen was subsequently recognised with an *Outstanding Scheme* award by the UK Howard League of Penal Reform.

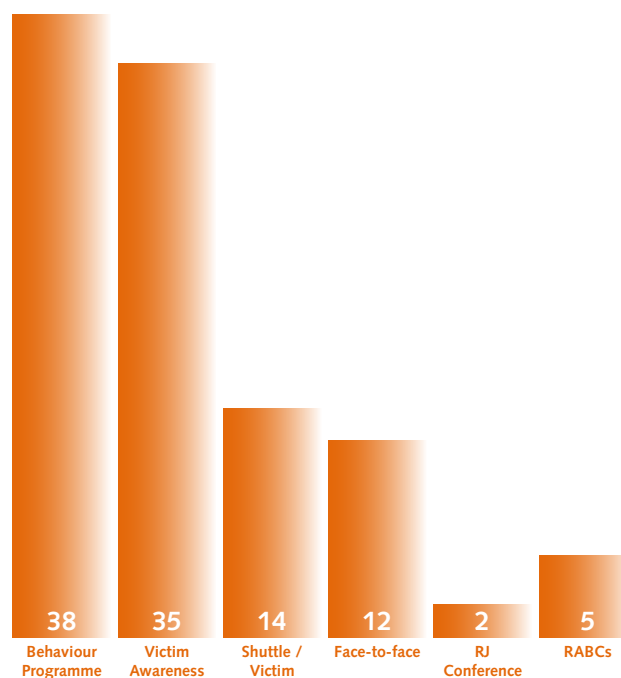
There is a service for residential units in Aberdeen where restorative justice is used to reduce the number of young people who accrue large amounts of charges. In the past year, Sacro was asked to work in 21 such cases. Of those, eight young people commenced worked with Sacro. There were two young people who commenced preparation for a restorative meeting, one of whom met with the person they had harmed. There were four young people who took part in shuttle dialogue where the Sacro practitioner facilitated dialogue between the young person and the person harmed. Three of the four cases had a successful outcome. The remaining cases were unsuccessful in that, although the young person initially took responsibility, they were unable to explore the impact on the staff due to the stage of development they were at, combined with early life experiences. Ultimately, the service has the potential to work with some of Scotland's most vulnerable young people and successes to date mark a positive beginning. Work is being done to promote an understanding of this potential across both the Aberdeen service and across Scotland.

In Fife and East Renfrewshire there are Restorative Acceptable Behaviour (RAB) Services. The current year saw 105 young people coming to the service (80 male and 25 female). Since the service works under the ethos of *Getting it Right for Every Child* and promotes early intervention, a Restorative Acceptable Behaviour Contract (RABC) is seen as the last resort. Other work is carried out and a split is illustrated in the following table.

The RAB Service also involved 31 persons harmed and in the cases where a meeting was possible, 14 met. This is 45% and is seen to be a high ratio of meetings.

Perth & Kinross Youth Justice Service provides one to one programmes based on cognitive behaviour theory, designed to address the criminogenic need and risk. This is assessed through the completion of an 'asset risk' assessment. This service is provided to young people whose scores suggest that they are at medium to high risk of re-offending. In 2007/2008, the service worked with 18 young people, 15 male and three female. On average, the service works with young people for four to six months. A tracking

### Restorative Acceptable Behaviour Services. Programmes undertaken: number of young people.



protocol is in place between the service and Tayside Police. However, due to a lack of police resources, no statistics have been provided for 2007/2008 with regard to recidivism following Sacro involvement. The service currently details comparative data on each case with regard to initial asset score and score on completion of the programme.

Finally, during this time of change, Sacro are doing everything they can to ensure that the current services develop to suit local need as well as operate at the standards set out in the *Scottish Best Practice Guidance*. As part of the Restorative Justice Group, chaired by the SCRA, work was completed on the *Restorative Justice Services for Children and Young People and Those Harmed by Their Behaviour* and it will assist in the promotion of wider use of restorative justice in keeping young people and those they harm out of the formal system. It is expected that these documents will be published by the Scottish Government in 2008.

# Criminal Justice

**IN 2007/2008**, Sacro's Criminal Justice Services responded to 4,029 referrals of which 2,941 were newly received within the financial year. Of those who were charged or convicted and referred to criminal justice services, 81% were male and 42% were in the 20 – 29 age bracket. Sacro's Criminal Justice Services continue to provide a wide range of direct services which complement those provided by statutory and other partners. During 2007/08 these services included:

- Supported Accommodation, including Intensive Support & Monitoring for high risk offenders
- Throughcare
- Travel to Prison Service
- Restorative Justice
- Another Way: Street sex workers support project
- Bail Services
- Groupwork (Alcohol Education, Domestic Abuse and Sex Offenders) Programmes
- Arrest Referral.

## Supported Accommodation

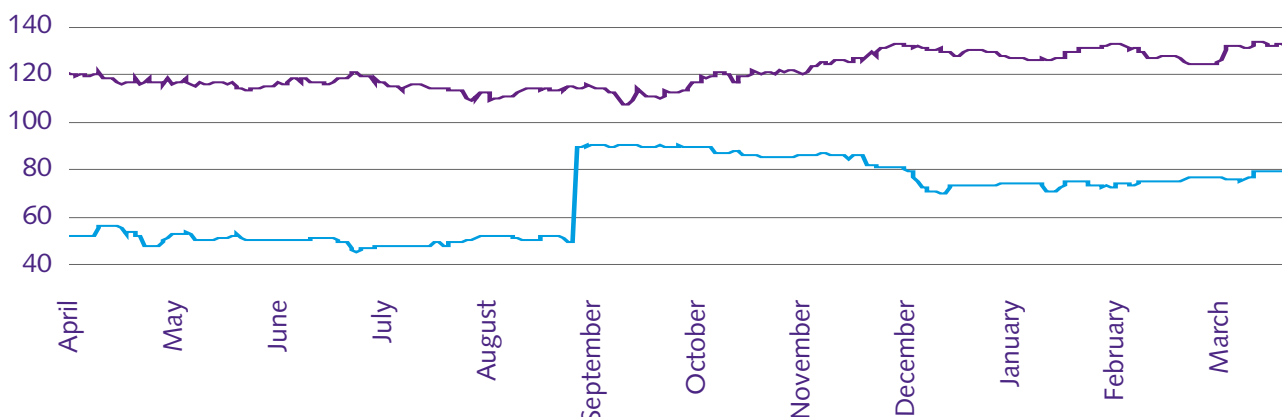
**Sacro's** Supported Accommodation Services provide a range of support and accommodation for offenders within the criminal justice system. During 2007/2008, Sacro commenced internal evaluation focussing on the effectiveness of its Supported Accommodation Services. This work will explore the impact the services have for service users within the community and the processes which are used to achieve their aims. Sacro also undertook a literature review of supported accommodation which was published by the Criminal Justice Social Work Development Centre for Scotland. During 2007/2008, Sacro also assisted statutory partners in a national audit of accommodation for offenders to assist policy makers at a national level to identify how and where these services need to be developed.

Our Supported Accommodation Services are all registered with the Care Commission and received positive inspection reports during 2007/2008. These inspections provide an important focus for the organisation in terms quality and standards and are welcomed by Sacro. Inspection reports are available to view at [www.carecommission.com](http://www.carecommission.com).

In 2007/2008, there were 586 referrals to the Supported Accommodation Services, 85% of which came from social work departments. Sacro provided 44,134 supported bed-nights in Sacro-managed accommodation and 24,779 days of support were provided to people in accommodation that was not managed by Sacro. Of those leaving the service during the year, 16% stayed in the service for under three months, 15% for three to six months, 19% for six to 12 months, and 51% for over a year.

Occupancy (number of service users) of Supported Accommodation Services 2007/2008.

Sacro-managed accommodation and **Non Sacro-managed accommodation**



## Throughcare/ Community Links Centre

Sacro currently supports our local authority partners by the provision of throughcare initiatives within the central belt. These include Throughcare Services delivered from our Glasgow base and our Throughcare and Throughcare Addiction Services based within the Community Links Centre (CLC) in Edinburgh.

The CLC has been selected as a centre of excellence for partnership working within the Lothian & Borders Community Justice Authority's three year plan. The Centre has a developing range of statutory and voluntary agencies that work together effectively to create a 'one stop shop', assisting short-term prisoners tackle many of the underlying issues that have historically resulted in behaviour that leads to conviction and imprisonment. Sacro's Voluntary Throughcare and Throughcare Addiction Services within the CLC function as the primary case management team for the short-term prison population returning to Edinburgh and as a result, have developed a high profile within HMP Saughton, HMP YOI Polmont and HMP Cornton Vale.

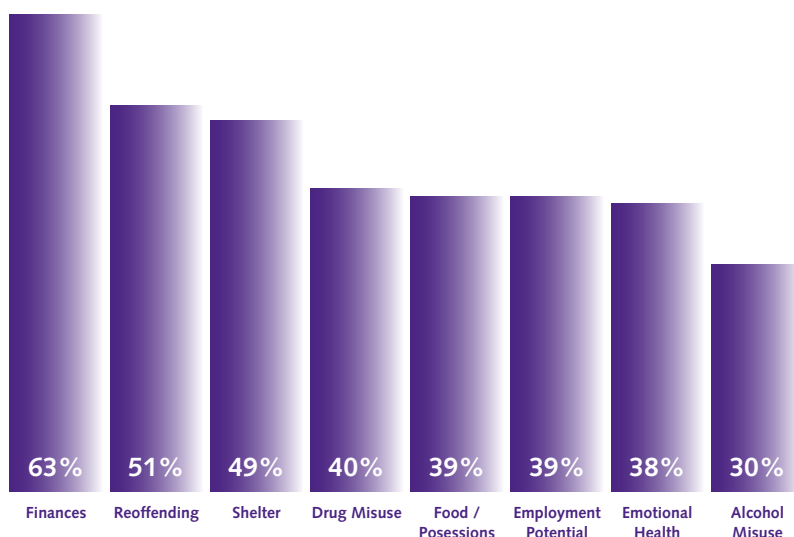
The Centre received 358 referrals in 2007/2008 and had a total of 4,634 contacts with these service users including: letters, phone calls and face-to-face meetings. The Glasgow Throughcare Service had a total of 127 referrals and had 263 contacts with service users.

The Travel to Prison Service made 197 journeys, carrying a total of 843 passengers (including repeat passengers) to the prison establishments at Peterhead, Noranside, Glenochil, Kilmarnock, Edinburgh and the State Hospital at Carstairs.

Agencies working within the Community Links Centre in 2007/2008.

<b>Street Legal</b>
Access to civil legal advice for those excluded from traditional services, including prisoners.
<b>Progress2Work</b>
Help and support for recovering drug users to find and maintain training/employment.
<b>Passport</b>
One-to-one support and assistance for prisoners wishing to secure employment and training.
<b>Housing Options Team</b>
Accommodation advice and help for homeless or those under threat of homelessness.
<b>Edinburgh Homeless Practice Substance Misuse Team</b>
A medical service specialising in general healthcare for the homeless.
<b>City Literacy and Numeracy (CLAN)</b>
One-to-one and group assistance with literacy and numeracy skills.
<b>Caledonia Youth Offenders Project</b>
Advice and support for ex-prisoners on relationship and sexual health matters.
<b>Bethany Homemaker</b>
Helping low-income and disadvantaged to access furniture and household essentials.
<b>Pilot 9 Recovery Programme</b>
A psychosocial groupwork programme aiming to take drug-using individuals to recovery.
<b>MidPoint</b>
Accommodation assistance for those with a history of substance misuse or homelessness.
<b>LinkLiving: Edinburgh Young Persons' Service</b>
Practical, social and emotional support for young people seeking accommodation.

Proportion of Community Links Centre service users assessed as "at risk" or "in crisis" for each quality of life factor.



## Restorative Justice Services – Diversion from Prosecution

Sacro's reputation as the leading provider of quality Restorative Justice (RJ) Services to the adult justice system continues to grow. Our expertise in this field, developed over many years, has been recognised both nationally and internationally. In July 2007, Sacro's Edinburgh & Midlothian Service celebrated 10 years of continuous service. Sacro contributed substantially to a Scottish Government sponsored seminar on RJ in the adult system in February 2008. Sacro assisted in delivering RJ training in Lisbon and Porto in preparation for the implementation of changes in Portuguese legislation (in response to the European Union's Council Framework Decision of 15 March 2001 on the *Standing of Victims in Criminal Proceedings*).

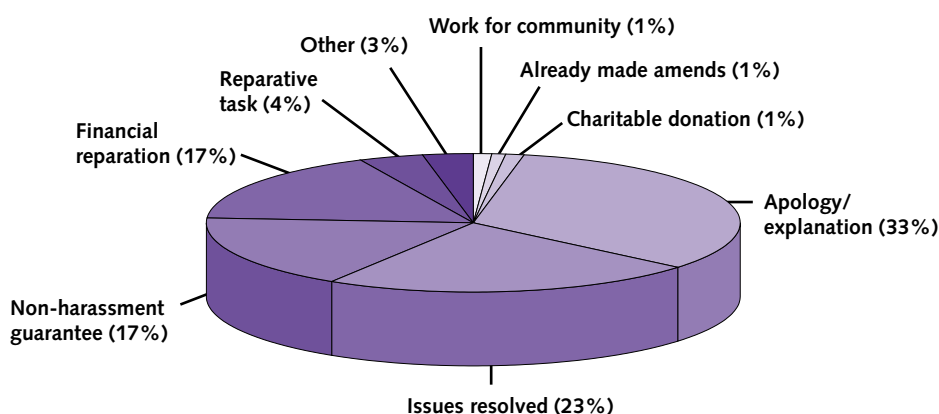
Restorative justice differs from other approaches to justice in that its primary concern is to safely address the harm caused by crime through the provision of face-to-face meetings and/or shuttle dialogue between those directly affected by the crime, i.e. the person harmed (victim) and the person responsible (accused/offender). The appeal of RJ is that it reaches out to victims and offers them an opportunity to

address their needs arising from a crime. It holds those responsible for crime directly accountable to those they have harmed and enables them to make appropriate amends.

Sacro provides three Restorative Justice Services within the context of diversion from prosecution. The services operate from Aberdeen, Edinburgh and Motherwell and are currently funded by the Community Justice Authorities of Northern, Lothian & Borders, and Lanarkshire respectively. The services accept referrals from local Procurators Fiscal as an alternative to prosecution.

The Restorative Justice Services received referrals involving a total of 461 people accused of committing a crime and 573 people harmed by an alleged crime. Both parties agreed to participate in a restorative process in 44% of the referrals closed in 2007/2008. Of these, 87% were resolved satisfactorily. Where people came to an agreement about how to deal with the offence, agreements were successfully completed in 90% of cases. The diagram below illustrates the types of agreement outcomes that were achieved.

Agreement outcomes for Restorative Justice Services.



## Another Way: Street Sex Workers Support Project

"**ANOTHER WAY**" is a small pilot service assisting drug-using women street sex workers in Edinburgh to engage with drug treatment and care services. During the year, the service worked intensively with 10 women as well as with three of their partners/friends who had individual support needs involving drug use.

Since the service began in 2005, 20 women have been assisted as well as four male partners/friends of service users. Work with partners/friends has been by way of ensuring that the women are supported in the context of their daily lives and living environment. If partners and friends are assisted to work on their own problematic issues, then the women find it easier to adhere to the support measures put in place for themselves.

The service was established primarily to assist service users to address their drug use. Inevitably other support needs emerge which had historically contributed to their escalating drug use. These include: physical and mental wellbeing, isolation, low self-worth and self-esteem, family relationship breakdowns, issues of child/sexual abuse, domestic abuse, victims of predatory financial exploitation, alcohol misuse, rough sleeping, legal matters, court appearances, benefits, housing, anti-social behaviour proceedings, and generally being treated with lack of respect by the general public.

The service works in partnership with numerous community agencies and being co-located within the Community Links Centre enables "Another Way" service users to easily access other agencies based on the premises. Quick access to support agencies is crucial in order for the women to stabilise their often chaotic life when it reaches crisis point.

A number of service users have reduced their drug use and exited or significantly reduced the extent of street sex working. The service received a *Scheme of Special Merit* award from the Howard League Community Programme in July 2007.

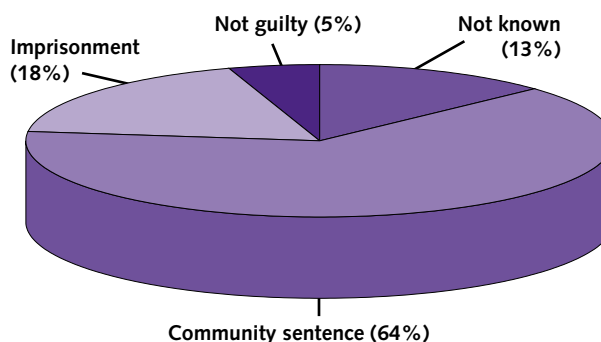
## Bail Services

Sacro's Bail Supervision and Accommodation Services work to prevent unnecessary custodial remands and re-offending on bail by providing supervision and monitoring, accommodation and support. These services provide courts with an effective alternative to remand by allowing the accused to remain in the community. As well as reducing remands, the services allow the opportunity for this client group to be "signposted" to other agencies which may assist them in terms of issues they may have. This could include onward referral, at an early stage, to substance misuse agencies, housing support and assistance etc.

During 2007/2008, the Scottish Government published new guidance in relation to bail supervision services nationally. Sacro assisted in the compilation of this guidance and has subsequently reviewed services to ensure best practice and standards are being adhered to. In line with the new guidance, the Scottish Government also announced an additional £500,000 to ensure that bail supervision schemes are available within every Sheriff Court in the country. As a result of this extra funding, Sacro was asked to increase service provision in Inverness and Ayrshire.

The Bail Supervision, Bail Curfew and Bail Accommodation Services received 196 referrals in 2007/2008. Of those who were placed and completed their time on Bail Supervision or Bail Curfew, 70% were compliant with their bail conditions, 18% were breached, 8% were remanded for another alleged offence and 4% had other outcomes. The majority of compliant cases received a community sentence.

### Court outcomes from compliant Bail Supervision cases.



## Groupwork Services

Sacro's Groupwork Services provide offence-specific programmes for a range of offender types. These include the delivery of:

- Community Sexual Offending Groupwork Programme (C-SOGP)
- Domestic Abuse Groupwork Programme (DAG)
- Alcohol Service

In 2007/2008, the Alcohol Service experienced its highest rate of referrals yet recorded. This resulted in a rise in the number of groups delivered and a record high number of "completers". This year has also seen the introduction of two new sessional staff and new material being added to the programme.

We have also publicised the service by producing a quarterly newsletter. The first issue proved to be a success and feedback from external agencies was positive. More issues are being planned.

The service has also recognised the need for development to allow the referral of those on deferred sentences. This has proved popular, with the Sheriff Court praising the move. We have also now opened our doors to the Throughcare team to enable people to attend the programme voluntarily. This indicates a high demand for the service outwith probation and we will seek funding to accommodate this further.

During the period 2005/2007, the Criminal Justice Social Work Research Centre undertook a "process evaluation" of the efficiency of the C-SOGP within the five pilot sites across Scotland. This evaluation is in its final stages and was presented to the national C-SOGP Steering Group in July 2008.

In February 2007, Sacro's Domestic Abuse Groupwork Programme, based in the Forth Valley was selected for a Howard League Community Programme award. A large element of this programme has been incorporated into the "Caledonian System", an integrated approach to address men's abuse and increase the safety of women and children. This is in the latter stages of a process which will result in it being the nationally accredited domestic abuse intervention system within Scotland.

There were 150 referrals to the Alcohol Service in 2007/2008 and 72 people started in a programme. There was a completion rate of 85% for this programme.

There were 49 referrals to the Domestic Abuse Groupwork Programme in 2007/2008. Five men completed the programme in this period.

There were 16 referrals to the Community Sex Offences Groupwork Programme in 2007/2008. In this period, five men completed the programme.

## Arrest Referral

**THIS** service deals with people at the point of arrest whose offending is linked to drug and alcohol misuse. By seeing the offender as soon as they are arrested, Sacro's Arrest Referral Services target drug-using offenders and offer them a pathway into harm reduction, treatment and rehabilitation services.

There were 930 referrals to the Arrest Referral Service in 2007/2008. Of these, 93% were referred through the Courts and 6% were referred through police stations. In total, the service had 3,473 contacts with service users, including phone calls, letters, and face-to-face meetings.

# Restorative Practices in Schools

**Sacro** has continued to fund the post of National Coordinator: Work with Schools. The post has three principal responsibilities:

- To coordinate and extend Sacro's capacity to work directly with schools through local Youth Justice and Mediation Service teams.
- To lead and support development work with local authority education services and with individual schools.
- To establish positive links to relevant government and other bodies and to promote Sacro's work with schools to the broader community.

The following is a summary of principal activities and achievements undertaken during the year 2007/2008.

## Internal Development Work

In order to increase Sacro's capacity to work with schools, over 60 Sacro staff have attended CPD sessions. The range of Sacro resources for work with schools has been extended and updated to include over 40 paper-based and multi-media objects.

## Links to Government and Other Bodies

As well as liaising with national organisations including RespectMe and the Personal Support in Schools Network, strong links have been built with the Scottish Government's Positive Behaviour Team through joint training and familiarisation sessions, collaboration on joint projects and sharing of resources.

Presentations and workshops have been delivered at three national conferences.

As well as supporting local Sacro service teams to develop links, identify funding and deliver services to local authorities and schools, the National Coordinator has undertaken the following specific activities:

- Direct delivery of awareness-raising and training sessions to staff from over 20 individual schools.
- Discussions took place with representatives of five local authorities to consult on and plan development programmes. This involved Fife, Falkirk, Dumfries & Galloway, Perth & Kinross and Dundee.
- Over 500 students engaged in teacher training have received presentations about restorative practices in schools.
- Delivery of two, five-day courses in *Mediation in Education* (an open course) and *Restorative Practices in Schools* (Dumfries and Galloway).

## Local Service Activity

In addition to Community Mediation and Youth Justice Services having contact with schools as part of their local service contracts, local staff have undertaken the following activities:

- Sacro staff have engaged with over 60 individual schools to provide a range of services relating to restorative practice, including:
  - Consultancy and planning
  - Awareness-raising sessions for staff, students and parents
  - Staff development and training
  - Student sessions on conflict resolution, crime and the law, etc.
  - Direct interventions using mediation or restorative justice processes in high tariff cases.
- Funding was secured or continued at local level for five Sacro staff to work with directly with schools in five local authorities (Fife, Falkirk, East Renfrew, Moray and Highland).

Dundee University has engaged Sacro's services to develop Peer Mediation, becoming the first university to do so in Scotland.

Sacro is now Scotland's leading provider of consultancy and training in Peer Mediation for schools.

Sacro is extremely grateful for all the work contributed by our volunteers who each make a significant contribution to Sacro services. Sacro also wishes to thank its members for their continuing support.

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