



# ANNUAL REPORT 2002-2003

## In 2002 – 2003 SACRO:

- Increased turnover by 57%
- Worked in 28 Local Authorities across Scotland
- Managed 56 services
- Opened 2 new offices
- Opened 7 new Youth Justice, 1 Bail and 2 Community Mediation Services
- Piloted Pre-sentence and Post-conviction initiative and a Drugs Arrest Referral Service
- Recruited 177 staff
- Installed 9 database models across 46 services
- Dealt with more than 8,600 referrals in 9 service types
- Gave evidence to the Justice 1 Committee and Parliamentary Audit Committee
- Reviewed 26 Scottish Executive consultation documents

## WELCOME

SACRO is delighted that in October 2002, Niall Campbell accepted the role of Chair, following David Colvin's well earned retirement after five years in this role. Niall Campbell brings a wealth of experience as former Head of the Civil and Criminal Law Group in the Justice Department at the Scottish Executive and previous experience on voluntary sector boards. During the year, we also said thank you for many years' service and farewell to Rob Mackay, former Acting Chair, and to Rosemary Lester, Victim Support Scotland. We welcomed Bob Renfrew, ACPOS, and Jane Martin, ADSW.

In 2002/2003 SACRO's turnover increased by 57% mainly through increased provision of youth justice and intensive support and monitoring services. Sincere thanks are given to all Board members, staff and volunteers for their contribution to SACRO's considerable achievements this year.

**Susan Matheson**  
*Chief Executive*



Niall Campbell, Chair elected 2003 and  
Susan Matheson, Chief Executive

## COMMUNITY MEDIATION SERVICES

Community mediation aims to settle neighbourhood disputes by trained mediators helping people to reach resolutions acceptable to them. Mediation, conflict resolution and communication skills, and training in these are also delivered to communities, schools, police departments and local authorities across Scotland.

*"After meeting the mediator we felt a weight had been lifted off our shoulders."*

**Client – Aberdeen Community Mediation Service**

Aberdeen Community Mediation Service is working closely with the Police Department. Probationers with Grampian Police now spend a day with Aberdeen Community Mediation Service as part of their training. This has led to a surge in referrals from the police across the city.

A new Community Mediation Service was launched in Dundee in February 2003. This is a partnership with Dundee City Council and is also supported by the Better Neighbourhood Services Fund, local housing associations and Communities Scotland.

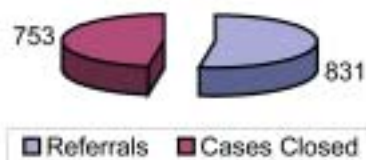
*"I'd recommend you to anyone with any neighbour problems."*

**Client - Edinburgh and Midlothian Community Mediation Service**

Local Authority Areas served:

- Aberdeen City
- Aberdeenshire
- Angus
- City of Edinburgh
- Dundee City
- East Lothian
- Fife
- Orkney
- Perth and Kinross

### Community Mediation Referrals Received and Cases Closed 01 April 02 - 31 March 03



## MEDIATION AND REPARATION SERVICES

SACRO began providing Mediation and Reparation in Scotland 20 years ago. This service is delivered as diversion from prosecution and receives direct referrals from the Procurator Fiscal. An important feature of this service is that it actively involves the victim, giving them the opportunity to express their feelings and have a say in the practical consequences that arise from the mediation. This in turn assists staff to work with the offender in understanding the full impact of his or her actions.

*“Since my discussion with the mediator, I feel more relaxed and open to talk....this is a much needed and valuable service.”*

### Victim – Edinburgh and Lothians Mediation and Reparation Service

In the delivery of this service SACRO has close working links with local victim support groups so that individuals who need ongoing assistance can be referred to the relevant agency.

*“I learned how it affected not only myself and the others involved but how it affected his family.”*

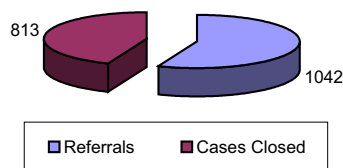
### Client - Aberdeen Mediation and Reparation Service

There is significant evidence locally and internationally (Scottish Executive Central Research Findings 37, 1999) to support the use of mediation and reparation. The Council of Europe Committee of Ministers to Member States in recommendation No (99) 19, promotes mediation and reparation as a significant asset to the administration of justice. SACRO promotes an expansion of this service beyond the six areas in which we presently operate. The Scottish Executive makes core funding available for this service. It is hoped that substantial progress will be made in the coming year, towards mediation and reparation being rolled out across Scotland.

Local Authority Areas served:

- Aberdeen City
- City of Edinburgh
- East Dunbartonshire
- Midlothian
- North and South Lanarkshire

Mediation and Reparation Referrals Received and Cases Closed 01 April 02 - 31 March 03



## SUPPORTED ACCOMMODATION SERVICES

Obtaining accommodation and/or sustaining a tenancy continues to be one of the major issues for offenders, especially those that have been imprisoned. The report “Reducing re-offending by ex-prisoners” published by the Scottish Executive Social Exclusion Unit in July 2002, estimated that settled accommodation can make a difference of over 20 per cent in terms of reduction in reconviction.

*“You have helped me put my life back in order and return to a useful role in society. Without your help I don’t know what I would have done.”*

### Client - Highland Supported Accommodation Service

SACRO provides a range of accommodation services for offenders, including a hostel, single and multiple occupancy tenancies, and a supported lodgings service. In some areas, we have also expanded support services to include people in their own tenancies. Staff work closely with statutory social workers in delivering support packages and addressing skills needed, in order to reduce offending.

SACRO has continued to provide intensive monitoring and support packages for a small number of individuals who are deemed to be at very serious risk of causing harm to others. This service has been the focus of interest of a working party from the Home Office Probation Department, who may wish to replicate the service in England and Wales.



Refurbished Bedroom in Allelon Hostel

Local Authority Areas served:

- Aberdeenshire
- Aberdeen City
- City of Edinburgh
- City of Glasgow
- Clackmannanshire
- Dumfries and Galloway
- Falkirk
- Fife
- Highland
- Midlothian
- Orkney
- Stirling

Supported Accommodation Referrals and Cases Closed 01 April 02 - 31 March 03



## YOUTH JUSTICE SERVICES

This was an extremely exciting year for the development of Youth Justice Services in Scotland. Following on from the publication of the “Youth Crime Strategy” by the Scottish Executive, SACRO expanded its existing provision to serve seven new areas in Scotland.

As well as delivering mediation and reparation, victim awareness programmes, personal change programmes and cognitive behaviour modules, SACRO began delivering restorative justice conferencing. This is a meeting for all those directly affected by a crime: the victim; the young person who committed the offence; and the family of the young person. Where appropriate, supporters of the victim also attend and perhaps a school teacher, the young person’s social worker, or other significant adults. The meeting is facilitated by two conference convenors, in a safe and structured manner.

In order to support and develop principles of restorative justice, the Scottish Executive funded an advisory post. This post is managed by SACRO but provides impartial advice and training to local authorities and other agencies across Scotland.

*“It provided me with answers.”*

**Victim - Aberdeen Youth Justice Service**

Local Authority Areas served:

- Aberdeen City
- Argyll and Bute
- City of Edinburgh
- Dumfries and Galloway
- Dundee City
- East, North and South Ayrshire
- East and West Dunbartonshire
- East Renfrewshire
- Falkirk
- Fife
- Highland
- Midlothian
- North and South Lanarkshire
- Orkney
- Perth and Kinross
- Renfrewshire

Youth Justice Services Referrals and Cases  
Closed 01 April 02 - 31 March 03



## GROUPWORK SERVICES & BAIL SERVICES

Groupwork Services are situated in Falkirk (serving Clackmannanshire, Falkirk and Stirling) and in Edinburgh and Aberdeen. They provide programmes for: perpetrators of domestic abuse; sex offenders; for probationers as an alternative to custody or whose offending is alcohol related.

*“Helps you see and understand....about your own violence and what you were doing to your partner and other people.”*

**Client - Domestic Abuse Programme**

Local Authority Areas served:

- City of Edinburgh
- Aberdeen
- Clackmannanshire, Falkirk, Stirling
- Midlothian

✚ **117 Referrals to Groupwork Services (Clackmannanshire, Falkirk and Stirling)**

✚ **167 Referrals to the Alcohol Service**

## BAIL SERVICES

During the year SACRO extended its Bail Supervision Service to North, South and East Ayrshire. We continue to evidence that well targeted supervision and assistance can reduce the need for unnecessary custodial remands and therefore there is a cost saving to the tax payer. During the bail supervision period, staff engage with clients to find solutions to issues and problems that contribute to the actions that brings them into conflict with the law. This intervention is at an early stage and results in there being less likelihood of custody at the sentencing stage.

Local Authority Areas served:

- East, North and South Ayrshire
- City of Edinburgh
- Glasgow City
- Midlothian
- North and South Lanarkshire

✚ **158 Referrals across Scotland**

✚ **107 Cases Closed**


## THROUGH-CARE SERVICES

This year has seen the publication of the tripartite report “Throughcare – Developing The Service”, written by the Local Authorities, Scottish Prison Service and the Scottish Executive Justice Department. The report outlines proposals for an expansion in throughcare services. SACRO has worked with a number of local authorities in the preparation of throughcare plans. We anticipate, therefore, that next year we will see an expansion to other local authority areas of throughcare work, which we presently undertake in Edinburgh and Glasgow.

An important aspect of SACRO’s Throughcare Service, is the Travel Service that runs on a regular basis from Edinburgh and Glasgow to Scottish Prisons and the State Hospital, Carstairs. Volunteer drivers also provide special runs to individuals who are unable, through disability, to access public transport.

Local Authority Areas served:

- City of Edinburgh
- East and West Lothian
- Glasgow City
- Midlothian

 **Edinburgh had 840 passengers on 197 journeys (of which 320 passengers and 105 journeys were special runs)**

 **Glasgow had 2050 passengers and 140 journeys**

## DRUG SERVICES

SACRO is increasingly recognised as an agency that can work with clients in the criminal justice field who have drug misuse problems. It is the largest partner with Cranstoun Drug Services in the delivery of a contract to the Scottish Prison Service. This contract is to provide support and assistance to short term prisoners who have no statutory social work involvement and request help with addiction issues. During the year we received 1069 referrals across Scotland. Scottish Prison Service audits of two of the services we deliver have highlighted good practice with special emphasis on our ability to engage clients in the process.

During the year we were asked by the Church of Scotland to manage a drug development post, funded by Scotland Against Drugs and Lloyds TSB, in HMP Edinburgh. This service received 79 referrals by the end of the financial year.

We also initiated a similar post in HMP Kilmarnock in partnership with Premier Prisons Services Ltd, funded by Scotland Against Drugs – Challenge Fund.

In October 2002 we commenced a Pilot Arrest Referral Service in Edinburgh. This service is funded by the Scottish Executive through the local Drug Action Team with a contribution also coming from Lothian and Borders Police. The Service is targeted at people being held in police cells at the time of their arrest. The aim is to support them to access immediate professional assistance for their addiction problems and/or provide practical assistance with employability and housing. More than 150 prisoners in the cells sought our services from October 2002 to March 2003.

Local Authority Areas served:

- Ayrshire
- City of Edinburgh
- Highland
- East, West and Midlothian
- South Lanarkshire
- Renfrewshire, East Renfrewshire, Inverclyde, East and West Dunbartonshire

 **1184 Referrals across Scotland for Transitional Care**

 **79 Referrals for Drug Service**

## SERVICE DEVELOPMENT

- Established the Service Development Team with responsibility for development of new services, standards and procedures for existing services, plus external consultancy and training services
- Staff numbers increased from 189 to 315 (including 102 sessional staff)
- Opened new offices in Perth and Musselburgh
- Opened seven new Youth Justice Services – developing a new way of partnership working, basing SACRO staff in local authority social work teams
- Opened a new Bail Service in North, South and East Ayrshire
- Opened Community Mediation Services in Dundee and Perth
- Piloted four Restorative Justice interventions in pre-sentence and post-conviction cases of serious violence, and trained a cadre of advanced mediators for further development of such work
- Secured Scottish Executive funding for development of the national Restorative Justice Consultancy and Training Service
- Developed an inter-agency bid for Scottish Executive funding for ‘Circles of Support and Accountability’, to work with high-risk sex offenders
- Established new Drugs Arrest Referral pilot in Edinburgh.

## RESTRUCTURING

- There was an urgent need for the organisation to restructure, given the above shown rate of growth, and anticipated future growth and the increased menu of services to reduce conflict and offending and make communities safer.
- The process began in February 2002 and the structure is largely in place in three of the new areas: West; North; and Fife, Forth and Tay and is progressing in the East (Edinburgh & Lothians).
- One of the aims and outcomes of restructuring was to have Senior Managers based in the areas, making them more accessible to staff, local authorities and other local stakeholders. There are also new posts of Heads of Development, Human Resources, Operations and Support Services, and Specialist Advisers in the fields of Criminal Justice, Youth Justice and Mediation. Local Service and team management has also been rationalised.

## CRIMINAL AND YOUTH JUSTICE AND SOCIAL POLICY

- Reviewed 26 and responded to 10 consultations
- An appointment was made in December 2002, to a new post funded by the Esmée Fairbairn Foundation Rethinking Crime and Punishment project, to increase SACRO’s ability to positively influence Scottish opinion and encourage greater availability and use of community sanctions as an effective response to crime
- An internal consultation took place in May 2002 on Restorative Justice, Summary Justice, Criminal Justice Bill and Prison Estates Review, which informed SACRO’s responses
- Contributed evidence on restorative justice to the Ministerial Criminal Justice Forum, the Scottish Executive Youth Crime Strategy Group and its sub-groups on Victims’ Issues and Fast-track Children’s Hearings
- Produced and distributed SACRO’s Manifesto for the new Parliamentary session
- Gave oral and written evidence to the Justice 1 Committee Enquiry into Alternatives to Custody and the Parliamentary Audit Committee Review of the Audit Scotland report – *Dealing with Offending by Young People*
- Individual briefing meetings with MSPs
- Contributed to Scottish Consortium on Crime and Criminal Justice, Criminal Justice National Training Organisation Steering Group, Mediation UK Management Board, SCVO Intermediaries Group, Scottish Executive Getting Best Results Monitoring and Evaluation Sub-Group, Scottish Forum on Community Justice, Scottish Prison Service National Suicide Risk Management Group, Victim Support Scotland National Council and Scottish Executive review of Changing to Deliver
- McClintock Lecture 2002, Elish Angiolini QC, Solicitor General – ‘Criminal Justice in the 21st Century’
- SACRO Essay Prize 2002 presented to Rachel Henry, University of Glasgow
- SACRO Conference 2002 – ‘Serious and Violent Offenders – Managing the Risk’ – 150 attended
- SACRO joint conference with Amnesty International February 2003 - ‘Sentencing: a Postcode Lottery’ – 150 attended.

## MANAGEMENT OF THE ORGANISATION

### BOARD

- BOARD: Niall Campbell – Chair, Dr John Baird, David Bookbinder, Professor Neil Hutton, Paul Morron, Moira MacAlpine, Jandy Stevenson -Treasurer, Tony Simpson, Kushi Usmani, Bill Whyte.
- RESIGNATIONS: David Colvin - Chair, Rob McKay.
- SHRIEVAL PANEL: Sheriff Alastair Stewart, Sheriff Richard Scott, Sheriff M Fletcher.
- OBSERVERS: Don Millar, British Association of Social Workers, Bob Renfrew, Association of Chief Police Officers Scotland, Jane Martin, Association of Director of Social Workers, Rosemary Lester, Victim Support Scotland.

### COMMUNICATIONS/RESEARCH

- Manifesto produced and distributed to all prospective MSPs and political parties
- Increased media profile and proactive media work, responded to 123 enquiries from the media and 39 interviews were given
- Initiated ongoing research programme
- Developed monitoring and evaluation strategy.

### FINANCE

- Turnover increased by 57% from £4.5 million in 2001/2002 to £7 million in 2002/2003
- New finance software installed, enabled by a Scottish Executive capital grant.

### IT

- Rolled out second stage of the IT Strategy, across all offices, enabled by a Scottish Executive capital grant
- Created new post of IT Assistant
- Awarded maintenance contract externally
- Developed IT training programme for all staff
- Successfully completed installation and development of 9 databases across all offices in more than 46 services
- Continued to provide support through the IT Helpdesk and responded to over 500 IT queries.

### PUBLICITY

- Dealt with over 73 enquiries from the public, organisations, Universities and schools
- Provided quarterly SACROsanct newsletters, sent to all members and staff
- Continued to provide publicity assistance to all SACRO services and produce publicity materials, including leaflets and standardised Restorative Justice postcards for all SACRO Youth Justice Services.

### HR

- HR team allocated responsibility for geographic regions, to facilitate a more focused delivery of HR services
- Recruited 177 staff
- HR Team played a significant role in restructuring process.

### STAFF DEVELOPMENT

The Staff Development Department was involved in internal and external training programmes and events; Modern Apprenticeships in the Central Belt; and the Scottish Executive – First Line Managers Training Programme.

- There were 53 SACRO learning events across Scotland
- 416 staff participated in these events.

### QUALITY STRATEGY

All Criminal Justice Services staff have been trained and are working on PQASSO, Practical Quality Assurance System for Small Organisations, to enable services to achieve Level 2 by 1 April 2004.

## VOLUNTEERS AND MEMBERS

SACRO is grateful for, and relies heavily on, the contribution of over 100 volunteers. They make an essential and important contribution to SACRO's work across Scotland.

Volunteer development in SACRO has been endorsed by Community Education and Validation Endorsement (CeVe) since 1997. Re-endorsement took place in June 2002.

SACRO is also grateful to the support of our 60 members.

## FINANCIAL SUPPORT

SACRO gratefully acknowledges the support of the Scottish Executive and Local Authorities. We would also like to thank the following for their support in 2002/2003:

Church of Scotland Social Work  
Esmée Fairbairn Foundation  
Lloyds TSB

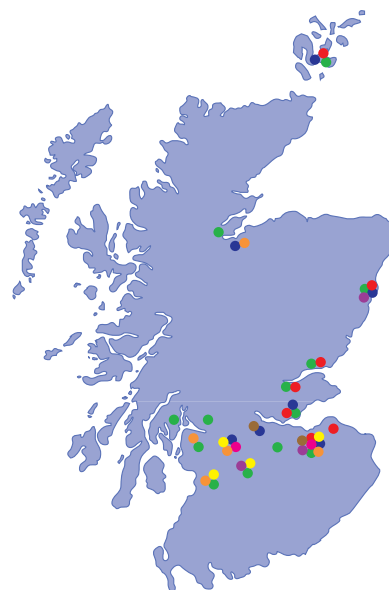
Community Fund  
Scotland Against Drugs  
Unemployed Voluntary Action Fund (UVAF)

SACRO Growth	98/99	99/00	00/01	01/02	02/03
	2,367,361	2,713,255	3,354,309	4,488,341	7,058,487
Year on year		15%	24%	34%	57%
Since 98/99		15%	41%	90%	198%

## FULL COMPANY ACCOUNTS AVAILABLE ON REQUEST

SACRO is a company incorporated under the Companies Act, limited by guarantee, company registration no SC86651. Registered as a charity in Scotland.

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*SACRO office locations across Scotland*

- Youth Justice
- Supported Accommodation
- Community Mediation
- Mediation and Reparation
- Throughcare
- Groupwork
- Transitional Care
- Bail



For further information about SACRO please contact:

National Office, 1 Broughton Market, Edinburgh EH3 6NU  
Tel: 0131 624 7270 Fax: 0131 624 7269 Email: [info@national.sacro.org.uk](mailto:info@national.sacro.org.uk)

[www.sacro.org.uk](http://www.sacro.org.uk)

