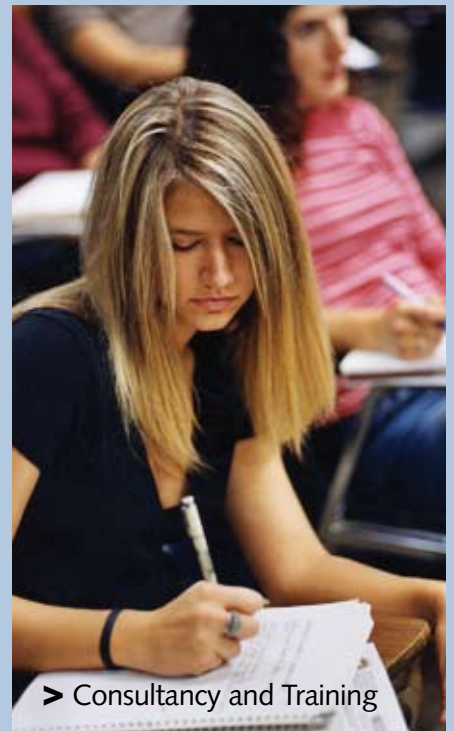




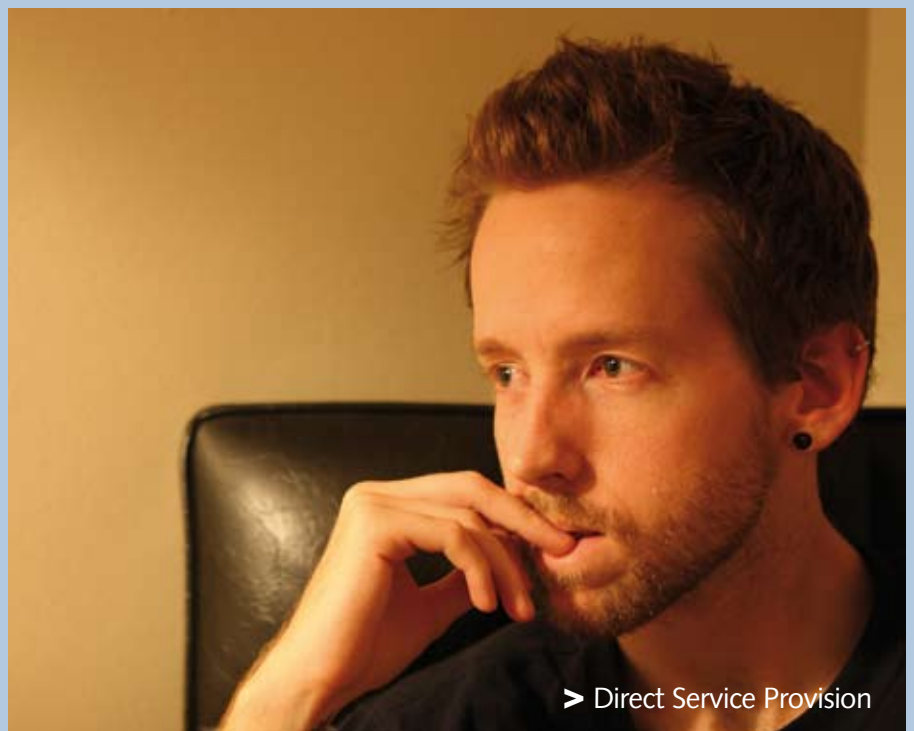
➤ Influencing Policy and Legislation



➤ Consultancy and Training



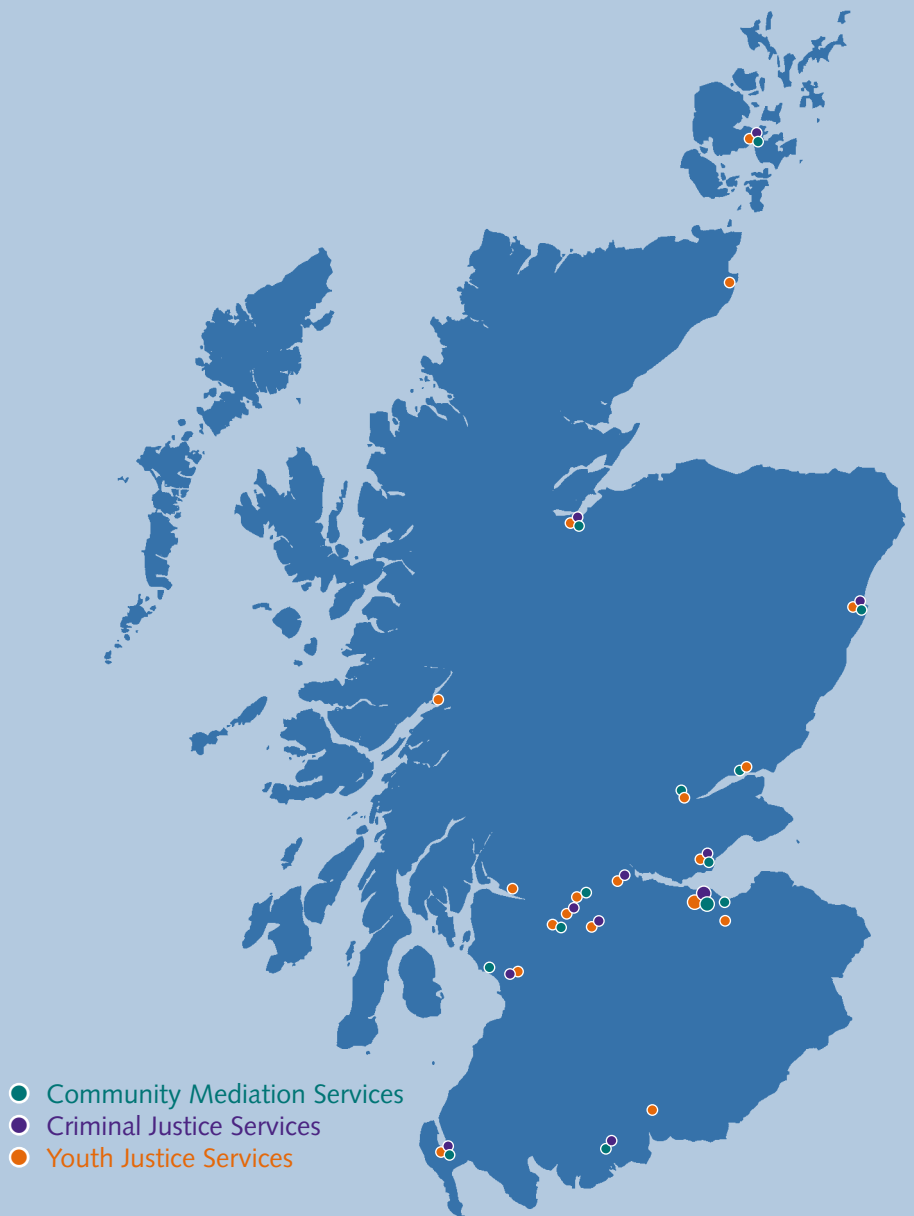
➤ Engaging in, Promoting and Disseminating Research



➤ Direct Service Provision

# Key Achievements 2005/2006

- Sacro's turnover increased by almost **23%** from **£8.1 million** in 2004/2005 to **£9.95 million** in 2005/2006
- The number of service users increased by **19%**, to over **15,250**
- A positive evaluation report into Sacro's Youth Justice Services was published
- **Four** new services were established: Dumfries Community Mediation, Stranraer Community Mediation, East Lothian Homeless Mediation and Edinburgh Community Links Centre. Angus Community Mediation pilot project was confirmed and expanded to cover the whole region
- Fife Youth Justice Service and Edinburgh Community Mediation Service celebrated their 10-year anniversaries
- **Three** promotional and educational DVDs and CD ROMs were produced about the TASC (Talk After Severe Crime), Youth Justice and Supported Accommodation Services
- Sacro's Chief Executive was invited to represent the Criminal Justice Voluntary Sector Forum on the Ministerial National Advisory Body for the Management of Offenders



## Sacro Service Locations

Aberdeen	○	○	○	Irvine	○		
Barrhead			○	Kilmarnock		○	○
Bishopbriggs			○	Kirkcaldy	○	○	○
Dalkeith			○	Kirkintilloch	○		
Dumbarton			○	Kirkwall	○	○	○
Dumfries	○	○		Lockerbie			○
Dundee	○		○	Motherwell		○	○
Edinburgh	○	○		Musselburgh	○		
Falkirk		○	○	Perth	○		○
Fort William			○	Stranraer	○	○	○
Glasgow		○		Thornliebank	○		
Inverness	○	○	○	Wick			○

# Chairman's Report

Niall Campbell, Chair, Sacro



The past year has seen the continued development and expansion of Sacro. Our turnover has increased by almost **23%** from **£8.1 million** to **£9.95 million**. Increases in services, staff and referrals mean that almost **80** Sacro services and **279** full-time and part-time staff, with sessional workers and volunteers, have dealt with **15,288** referrals throughout the period.

The numbers however, are far from being the whole story. Sacro's mission is to reduce conflict and offending and make communities safer. Through our Mediation Services, we reduce conflict and prevent it escalating and resulting in offending. Through our Criminal Justice Services, we directly address the causes of offending and re-offending. In youth justice, we provide Restorative Justice Services which provides a central role for those harmed by young people – the young people responsible have the opportunity to fully appreciate the effects of their offending and make amends.

Since our aim is to make a difference, we have – with the financial assistance of the Scottish Executive – been putting a lot of effort into evaluating our services to evidence what effect they have on the lives of those harmed by crime, on the lives of offenders and on reducing offending. We will continue to develop this.

## Board of Trustees

### Honorary President

The Right Hon.  
The Lord Cullen of Whitekirk.

### Board

Niall Campbell (Chair)

Jandy Stevenson (Treasurer)

John Baird

Neil Ballantyne

Margaret Cox

Robert Marshall

Paul Morron

Mike Nellis

Salma Siddique

Tony Simpson

Robert Younger

### Observers

Graham Cairns  
Strathclyde Police

Jane Martin  
Dundee City Council

Ruth Stark  
British Association of Social Workers

Elizabeth Carmichael  
Scottish Executive Justice Department

The growth of Sacro has meant that we have to review and take stock of our organisation and how we manage ourselves. We also need to respond to the new requirements of the new Office of the Scottish Charity Regulator. The Board has given special attention to governance issues this year. I am very grateful to Jandy Stevenson, our Treasurer, for taking the lead on this at Board level, as well as for the huge amount she has put into her vital role as Treasurer. I am very grateful to all the members of the Board for their great support and individual contributions over the past year. I am especially grateful to the Chief Executive, Susan Matheson, and her senior management team for all their hard work and energy over the past year in managing and developing Sacro.

Sacro's great strength lies in the quality and commitment of its staff and volunteers. Over the past year, I have greatly enjoyed my visits to Sacro offices across the country. Hearing about our work at first hand from those who provide the services is fascinating and very encouraging. Many of our clients display challenging behaviour, which it is difficult to successfully change. It requires special qualities to stick with them. We are very fortunate to have so many staff who are prepared to make that commitment and who have the imagination to develop the right kind of services for them. We are also very fortunate to have dedicated volunteers who contribute greatly to our services, both in mediation and in criminal justice. They too make a great commitment.

We are grateful also to the local authorities who fund us to provide these services and to the Scottish Executive for its financial support. 2006 will see the new Community Justice Authorities coming into being. Their aim is to co-ordinate community justice services more effectively and we very much look forward to working with them.

# Chief Executive's Report

Susan Matheson, Chief Executive, Sacro



This report covers another year of successful progress for Sacro. I would like to endorse the Chair's praise for, and thanks to, all those who contributed so substantially to the year's achievements. None of the work reported on could have been achieved without the commitment, skill and professionalism of the Board members, staff and volunteers, as well as the essential contribution from funders, referring agencies and other partners.

## Direct Service Provision

Sacro aims to reduce conflict and offending and make communities safer. To address this, it provided **39** core Criminal Justice Services, **15** core Mediation Services and **20** core Youth Justice Services across Scotland and a number of pilot services in addition. Staff have ensured these services are highly valued and respected by funders and service users.

Growth has mainly centred on our Mediation Services with **two** new Community Mediation Services being opened, **one** pilot project having funding confirmed and **one** service expanded to provide a Homeless Mediation Service. An exciting new service, the Community Links Centre Pathfinder Initiative in Edinburgh was launched in September 2005 and we anticipate this will become a model which could be developed across Scotland.

We were particularly delighted that, in December 2005, Investors in People recognised our standards in the provision of learning and development opportunities for staff.

## Research

It is essential to demonstrate, especially to the new Community Justice Authorities, that the performance of our services is such that they will effectively contribute to this exciting time of reform in the criminal justice system. Sacro is grateful to the Scottish Executive for funding a Research Officer and a Database and Information Assistant post. This enables us to lead the way in the complex and time consuming task of service delivery evaluation.

# Chief Executive's Report

## Influencing Policy and Legislation

The Minister of Justice says in the introduction to *Reducing Re-offending: National Strategy for the Management of Offenders*; "The criminal justice system is undergoing the most radical, comprehensive series of reforms in a generation". I am, therefore, delighted to be representing the Criminal Justice Voluntary Sector Forum on the Minister's National Advisory Board on Offender Management and Sacro is looking forward to working in close partnership with the new Community Justice Authorities.

Sacro continued to seek to influence policy and legislation through representation on a number of other national bodies and in other ways, particularly through working with the media, responding to consultation documents and to requests for information and evidence from Committees of the Scottish Parliament and others. Also during the year, we held **two** major influential events: the Annual Lecture by Dr Barry Goldson in October 2005, and the 2006 Annual Conference run in partnership with Communities Scotland and the Scottish Mediation Network.

## Consultancy and Training

Sacro's Consultancy and Training Services continue to provide much valued advice to the Scottish Executive, Scottish Children's Reporters Administration (SCRA), Local Authorities, Housing Associations, the Police and other public and charitable bodies. The Services' outstanding expertise is recognised and their influence on national policies, procedures and practices is significant.

## The Sacro Trust

Sacro has continued to administer the Trust, which is independently constituted and aims to provide grants to individuals in the process of rehabilitation.

The Sacro Trust awarded a total of **44** grants in 2005/2006.

## Thanks

In addition to all those listed above, to whom grateful thanks are due, I would like to give particular thanks to The Rt Hon. The Lord Cullen of Whitekirk, Sacro's Honorary President, for his continued support; to Khushi Usmani, Michael Meehan and Bill Whyte who retired from the Board during the year; and to Niall Campbell (Chair) and Jandy Stevenson (Treasurer) for their constant support and for all the time they devote to Sacro.

# Partnerships for a Safer Scotland

Partnership working has always been important to Sacro. Our commitment to it is in line with the current and proposed changes, to ensure the management of offenders is tackled as efficiently and effectively as possible. In the past year we worked in partnership with a wide range of agencies towards achieving our strategic objectives.

## Scottish Executive

Sacro participated in the Scottish Executive stakeholder workshop on the National Strategy for the Management of Offenders and on the Executive's Women Offenders Group.

Sacro was pleased that the Chief Executive was invited to represent the Criminal Justice Voluntary Sector Forum on the Ministerial National Advisory Body for the Management of Offenders.

Also during the year, the Chief Executive represented the Forum on the Scottish Executive's Throughcare Implementation Sub-Group, which included providing updates on the Sacro Community Links Centre.

Sacro also worked closely with the Scottish Executive and the Scottish Children's Reporter Administration (SCRA) Restorative Justice Group on the development of RJ protocols, criteria, best practice and the evaluation of RJ services in the Children's Hearings System.

## Scottish Parliament

Sacro was routinely invited to give evidence to the Scottish Parliament Justice Committees. In addition we gave occasional individual briefings to MSPs.

## Community Justice Authorities

During this year Sacro began planning its initial approach to the new Community Justice Authorities (CJAs). We produced a *Guide to Services* as part of an introduction to our role as statutory partners, as soon as the CJAs are established.

## Local Authorities

Almost all Sacro services are run in partnership with local authorities. Sacro was pleased to demonstrate our support of these partners by contributing – as means allowed – to the sponsorship of the Association of Directors of Social Work (ADSW) Criminal Justice Conference which looked forward to even closer partnership working in the future, to enhance the management of offenders.

## Voluntary Sector

Sacro is pleased to continue to be represented on the Scottish Consortium on Crime and Criminal Justice; the Criminal Justice Voluntary Sector Forum; and attends the Board of Families Outside.



# Partnerships for a Safer Scotland

## Consultation responses and evidence provided 2005/2006

Written evidence to Justice 2 Committee of the Scottish Parliament on *The Management of Offenders etc. (Scotland) Bill*, April 2005

Written response on *Police, Public Order and Criminal Justice (Scotland) Bill*, November 2005

Written response to the Scottish Executive's consultation on *Criminal Justice Authorities*, November 2005

Written response to *Getting it Right – for Every Child, Review of the Children's Hearing System*, November 2005

Written response to Scottish Prison Service on *Prison Services in the North East of Scotland*, December 2005

Written response to consultation on advice note on *Engaging Children and Young People in Community Planning*, February 2006

Oral evidence to Justice 2 Committee of the Scottish Parliament on *The Management of Offenders (Scotland) etc. Act 2005*

Oral evidence to Justice 1 Committee of the Scottish Parliament on *The Criminal Proceedings (Reform) Bill 2006*

## Media

Sacro continues to be highly regarded by the media for its consistently reliable and evidence based views on current issues. Numerous radio, press and TV interviews were given throughout the year, including **two** on Newsnight Scotland, which were well received.

## Scottish Prison Service

Sacro was pleased to be invited to send one of our managers on secondment to the Scottish Prison Service (SPS) as an active member of the working group for Prisoner Places, Opportunities and Outcome. This group is being led by Derek McGill.

We also sent representatives to the first SPS Partnership Conference, which set the trend for the closer partnership working which we will all have, as the proposed changes to the system are introduced.

Sacro's Chief Executive continued to sit on the SPS National Suicide Risk Management Group and, with an SPS staff member, undertook a case review of an apparent self-inflicted death.

SPS were very supportive of requests to distribute and ensure prisoners have access to the DVD highlighting the work of Sacro's Supported Accommodation Services across Scotland.

## Police

Sacro participated in the "Tartan Towers" prolific offenders programme in North and South Lanarkshire in close collaboration with the police. We contributed to their conference on working with persistent offenders, which focussed on this service.

## Other National Bodies

Sacro also continues to be represented on a number of other national bodies including the Criminal Justice National Training Organisation Steering Group, Skills for Justice, the Management Board of Mediation UK and SCRA Restorative Justice Group.

Following Sacro's written response and a visit to Sacro's Bail Supervision Service, The Sentencing Commission for Scotland's first recommendation in its Report on the Use of Bail and Remand stated "the Scottish Executive should gather detailed evidence to enable a decision to be made about expansion of the arrangements for bail supervision and if the evidence supports it, bail supervision arrangements should be made readily available across the country".

At the Annual Conference of the Scottish Association for the Study of Offending (SASO), Sacro provided a stand demonstrating the impact the media can have on our work.

# Partnerships for a Safer Scotland



Delegates at Sacro's Annual Conference 2006. *Positive Conflict Resolution – Mediation and Community Regeneration in Scotland* was held at Edinburgh Conference Centre, Heriot Watt University in March 2006

## Events

### Sacro Annual Lecture

Dr Barry Goldson, Senior Lecturer in the Department of Sociology, Social Policy and Social Work Studies at the University of Liverpool, gave this year's lecture, entitled *Modelling Juvenile and Youth Justice. Applying Research Evidence and International Instruments*. We were fortunate that this was chaired by Margaret Cox, Principal Reporter of the Scottish Children's Reporter Administration and Sacro Board member.

### Sacro Annual Conference

The Conference, *Positive Conflict Resolution – Mediation and Community Regeneration in Scotland*, as usual expertly chaired by Lord Cullen, particularly attracted delegates with specialist mediation skills.

### Service Events

*Mediation and Reparation* – Jointly with the Scottish Mediation Network, Sacro hosted a visit by a delegation from Sweden. The delegates recorded their praise of the "smorgasbord of mediation" offered in Scotland!

Edinburgh Community Mediation Service 10th Anniversary celebration was hosted by the Lord Provost, at Edinburgh City Chambers.

Fife Youth Justice Service 10th Anniversary celebration was also attended by local dignitaries and senior representatives of partner agencies.

Well supported local launches celebrated and announced the DVDs produced during the year.

## Promotional and Training Aids

Another new venture for Sacro during the past year was the production of **three** promotional and training DVDs/CD-ROMS.

The production of a Youth Restorative Justice training & publicity DVD/CD-ROM package was funded with assistance from Fife, Dumfries & Galloway and North Lanarkshire Councils. Launched at Lauder College, Dunfermline, this was well received by senior representatives of partner agencies who attended.

Scottish Executive funding provided the means for production of a training DVD for Restorative Justice in Criminal Justice, including crimes of serious violence.

Sacro Glasgow used a legacy to produce a DVD highlighting the work of Sacro's Supported Accommodation Services. This was launched in the Glasgow Film Theatre to a very appreciative audience. This event attracted wide media coverage, not least because of the generous attendance by Peter Mullan, the acclaimed Scottish actor and director to whom we are most grateful.



Pictured at the launch of Sacro's Supported Accommodation Service DVD at Glasgow Film Theatre are (L-R): Robert Bain, a Sacro service user who featured in the DVD, Susan Matheson, Chief Executive of Sacro and Peter Mullan, actor and director.

# Operational Review

## Development and Research and Operational Quality



Sacro continued to develop new services in 2005/2006.

The growth in the number of Community Mediation Services continued as a result of monies provided to local authorities from the Scottish Executive through their *Building Strong, Safe & Attractive Communities* Initiative. Community Mediation Services assure quality by becoming accredited by the umbrella mediation organisation, Mediation UK. Sacro currently has **two** services who are in the final stages of being accredited and **three** for re-accreditations.

Sacro's developing work in peer mediation and restorative practices in schools attracted increasing interest from several schools and local authority areas. This led to our development of a training package for a "whole-school approach" to dealing with conflict and anti-social behaviour. Similar work is also being developed in relation to looked-after children in residential establishments.

2005/2006 also saw the development of the Edinburgh Community Links Centre. This is a major new development in throughcare provision, established in partnership with the City of Edinburgh Council and also working with other statutory and voluntary sector partners. This development is a national Pathfinder Initiative, supported by additional Scottish Executive funding and evaluation.

The Development Team expanded to become the Development & Research Team (DaRT), with the recruitment of a dedicated Research Officer for Criminal Justice, funded by the Scottish Executive. The recruitment of the Research Officer has brought a new dimension to our attempts to ensure that our service development is well informed by best practice and that our services are professionally monitored and evaluated, in order that we can demonstrate effectiveness. As part of this, we gather and analyse reconviction data on clients and we are grateful to Scottish Executive statisticians, Scottish Criminal Records Office and Mary Munro of [www.cjscotland.org.uk](http://www.cjscotland.org.uk) for making this possible.

Also, to demonstrate effectiveness, we assess services and one of the tools used to do this is PQASSO (Practical Quality Assurance System for Small Organisations), specially tailored to voluntary organisations' needs by a working party for criminal justice sector voluntary organisations in partnership with the Scottish Executive and further tailored internally for Sacro. In this version there are **17** topic 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. We would like to congratulate our Youth Justice Services in Fife, Forth and Tayside for the completion of level three in 2005/2006.

Care Commission registration is now essential and all of Sacro's Accommodation Services have become registered, either as accommodation for offenders or as housing support services.

# Operational Review



## Consultancy and Training

### Restorative Justice

The Scottish Restorative Justice Consultancy & Training Service is funded by the Scottish Executive and managed by Sacro, to:

- > develop and provide training to restorative (youth) justice practitioners
- > provide informed advice and guidance to relevant stakeholders
- > submit proposals to introduce or enhance restorative (youth) justice services
- > develop best practice standards and accreditation for service providers
- > provide assistance in monitoring the effectiveness of restorative (youth) justice services.

Since 2002, the Consultancy has trained over **550** restorative justice workers from many different agencies across Scotland. It has developed comprehensive best practice guides, protocols, databases and working materials for the use of restorative practitioners in a wide range of contexts.

The Consultancy continued to provide training events, advice and guidance to a number of organisations and individuals, including the Scottish Executive, the SCRA, social work, police, residential units and secure care, prisons, schools, restorative justice services, anti-social behaviour teams, and universities.

### Community Mediation

Sacro's Community Mediation Consultancy & Training Service is funded through the Scottish Executive to assist local authorities in developing efficient and effective mediation provision. The service also provides a range of mediation training to housing officers, police, and a range of other professionals. The five-day neighbour mediation training course is formally accredited by Mediation UK.

All of our mediation services are either accredited by Mediation UK or are in the process of becoming so.

In 2005/2006 the service provided **250** training places, covering advanced mediation skills, full mediator training and mediation awareness. Feedback on the training was overwhelmingly positive. A steadily growing number of local authority and housing association staff now have an approved mediation qualification – **150** in the last year alone.

During the year, the service completed **four** consultancy reports; **four** new short briefings on aspects of mediation practice; published its **sixth** guide on good practice and continued to distribute its first **five** guides to relevant organisations across Scotland.

# Operational Review



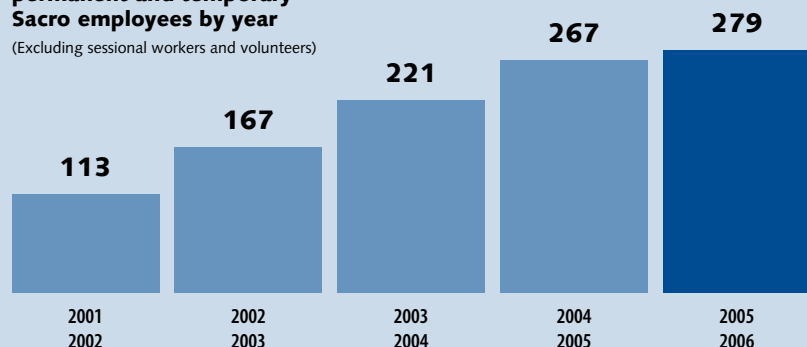
## Human Resources

The Human Resources (HR) team continues to provide support to employees on all human resource matters, along with the day-to-day tasks, including recruitment and selection. The team have supported Sacro in maintaining best practice by reviewing existing policies and drafting new HR policies. The team has contributed to devising an innovative Constructive Communication Strategy to bring our conflict resolution skills into our workplace, with a planned three-year roll out programme.

Sacro, in liaison with an external Health and Safety advisor, strives to ensure Health and Safety policies are satisfactory and adhered to at all times. To this end, a Health and Safety management system is embedded and action plans have been prepared for each site.

### Average number of permanent and temporary Sacro employees by year

(Excluding sessional workers and volunteers)



# Operational Review



## Learning and Development

We are delighted to report that Sacro was formally recognised as an Investor in People on 13 January 2006 and that this achievement was on **first** application without formal recommendations. This is an external endorsement of Sacro's commitment to creating a culture of learning, where employees understand it to be an integral part of professional and personal development. It is also a tribute to the high standards that are in evidence at all levels throughout the organisation. This is clearly an achievement for everyone in Sacro.

In 2005/2006 the Learning and Development Team facilitated **152** events over **159** days including **59** different event titles with a record number of **1,526** attendances. **1,441** immediate evaluations were collated; this showed **78%** of participants judged events to be either "Very Good" or "Excellent". A consistent rise in numbers of attendees (**89** in 2002/2003, **970** in 2003/2004 and **1,217** in 2004/2005) evidences Sacro's strong learning environment.

In addition, **72** bulletins were issued to further inform employees about internal and external learning and development opportunities.

Sacro progressed the qualifications agenda over the period with **19** employees completing, and a further eight embarking on, relevant Scottish Vocational Qualifications (SVQs). The wide range of topics included Mediation, Care and Registered Managers Awards, Working With Offending Behaviour, Business Management, Business Administration and the Institute of Leadership Management qualification.

In partnership with Learn Direct Scotland, Sacro completed an E-Learning pilot in June 2005. The majority of participating employees reported positive benefits and Sacro plans to take this mode of learning forward in the future.

The development and introduction of distance learning packs has also been very well received with the initial pack, Personal Safety, receiving encouraging and positive feedback. We are currently reviewing other areas which can be rolled out as distance learning packs to address the challenge of the wide geographical spread of our services.

# Operational Review



## Information Technology

The Information Technology (IT) Team: responded to **2,046** IT requests via the helpdesk; continues to manage the Sacro website; and maintains Sacro's IT infrastructure in **26** locations across Scotland.

The team is integral to Sacro's Monitoring and Evaluation Strategy and along with Specialist Advisors and the Research Officer, continues to produce statistical analysis for research purposes and to aid service improvement and delivery.

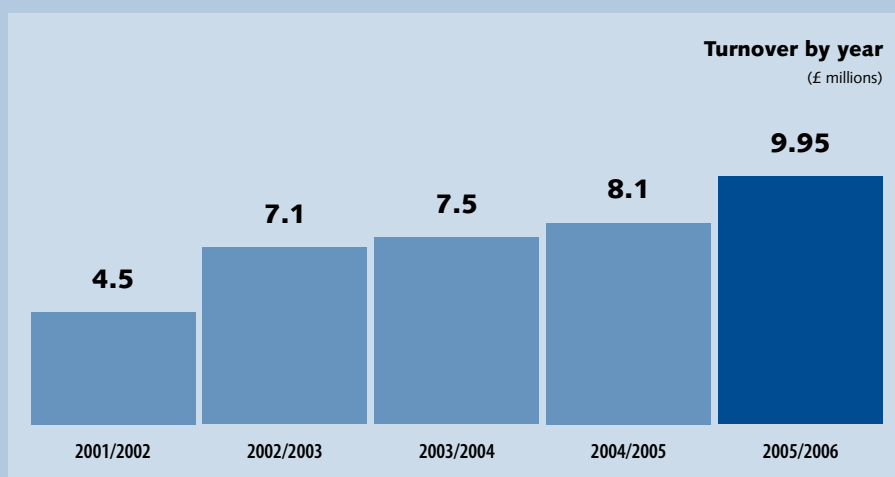
In 2005/2006, funding from the Scottish Executive enabled the recruitment of a new part-time post of Database & Information Assistant. This post provides essential administrative support in relation to the data management processes.

The team also contributes to Sacro's Learning and Development Programme and provides events in relation to the bespoke databases (**11** models in **48** services) as well as Outlook, IT policy and general IT. The IT department delivered **20** learning events with **168** participants during 2005/2006.

With the aid of Scottish Executive Capital Grant money, the IT department has project managed the introduction of an Intranet for Sacro which will go live in late 2006.



## Finances



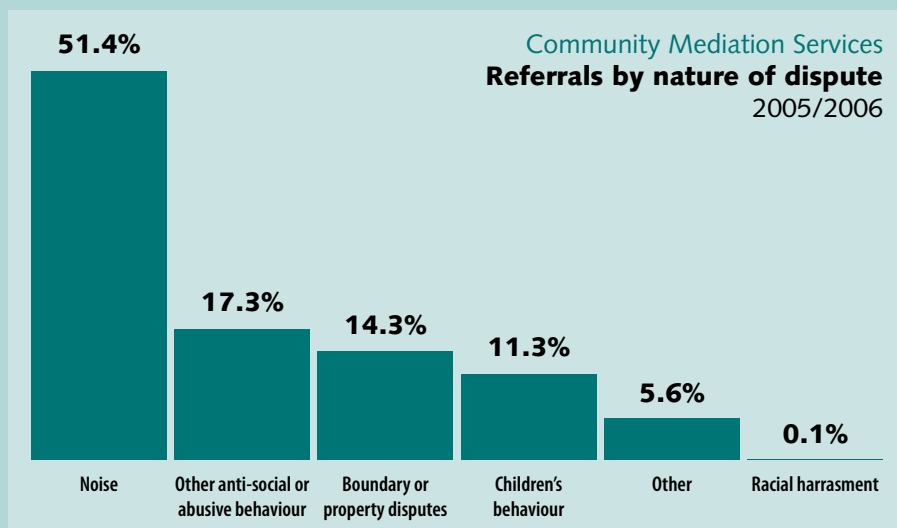
# Community Mediation Services

## Community Mediation

Mediating between neighbours and other people in disagreement continues to be one of Sacro's fastest-growing areas of activity. Mediation is a straightforward and practical tool for intervention in situations of individual or group conflict, often leading to practical solutions where other, more formal techniques have failed or are inappropriate. Mediators are trained to assist people into more positive forms of communication, reframing contentious issues into shared problems, and giving disputants a different perspective on the actions of themselves and their immediate neighbours. Our Community Mediation Services have once again had their busiest year ever and are continuing to expand their range, particularly in schools work, training students in peer mediation and conflict resolution skills.

Edinburgh Community Mediation Service celebrated its 10<sup>th</sup> anniversary in this period. This splendid occasion was held at the City Chambers in Edinburgh, hosted by the Lord Provost. The event was attended by service staff, including many vital service volunteers, other staff from Sacro and local authorities as well as senior representatives of partner agencies.

All services operate within Mediation UK's best practice guidelines, all are either fully accredited or are in the process of becoming so, and staff are undertaking a rolling programme of qualifying for the SVQ in *Mediation Level 4*. Sacro Mediation Services lead the field in developing good practice initiatives and are an essential arm of the measures championed by the Scottish Executive's *Building Strong, Safe and Attractive Communities* Initiative. This initiative has released funding which has enabled new mediation schemes to be launched by Sacro in Dumfries and Galloway and by other agencies elsewhere in Scotland that have previously had no provision.



# Community Mediation Services

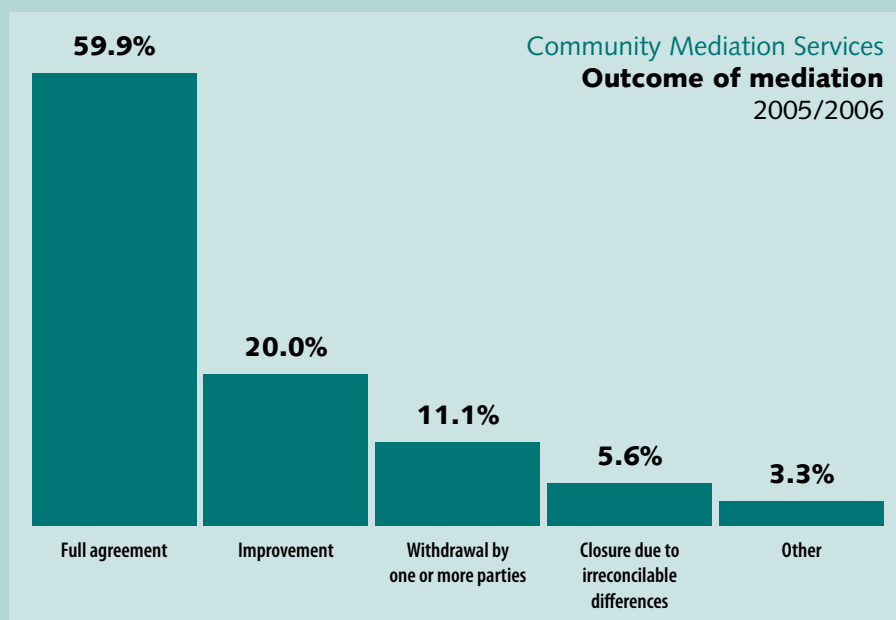
Sacro's Community Mediation Services operate within Mediation UK's dispute classification system, and benefit from a tailor-made database package which contributes greatly to ease of case management and monitoring and evaluation.

A total of **3,692** people were assisted via **1,706** referrals by Sacro's Community Mediation Services during 2005/2006, an increase of **35%** in referrals. This assistance varied from simply informing people about their options or giving advice and coaching on how to approach neighbours positively, to bringing people together to work out resolutions to their conflicts with the assistance of mediators.

In **569** of these cases the conflict was dealt with through full mediation. Success rates were high, with the mediation reaching a positive outcome in **80%** 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, accounting for over **51%** of all cases, with children, anti-social/abusive behaviour and boundaries also being common presenting 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.

Of all referrals, **44%** came from housing departments, with self-referrals and the police also being major sources. Other referral sources include environmental services departments, anti-social behaviour teams, advice agencies, GP surgeries and solicitors.



# Criminal Justice Services

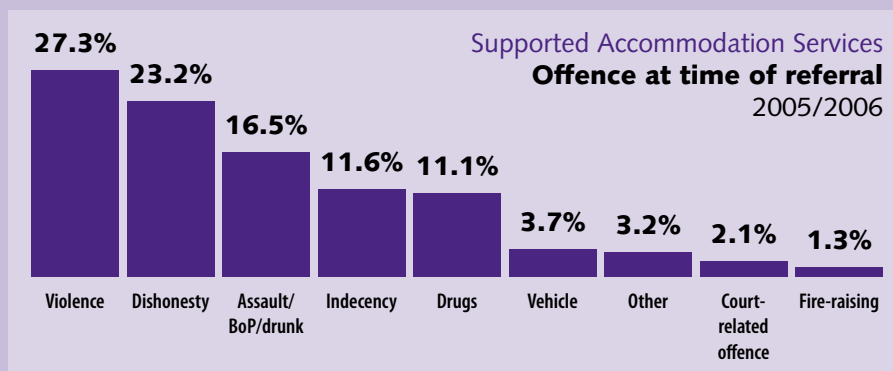
Sacro Criminal Justice Services include: Supported Accommodation, Throughcare, Mediation and Reparation, Arrest Referral, Groupwork (Alcohol Education, Domestic Abuse and Sex Offenders' Programmes), Bail Supervision, Family Travel to Prisons, Assessment for Home Detention Curfews, and a street sex worker support project.

In 2005/2006, Sacro responded to **4,292** referrals, of which **3,295** were new. These referrals involved **5,560** people (including both perpetrators and those harmed by crime). Of those perpetrators referred to Criminal Justice Services, **80%** were male and **40%** were in the 20–29 age bracket.

## Supported Accommodation

Sacro is the leading provider in Scotland of services for offenders who require accommodation support and supervision. Provision of supported accommodation makes an acknowledged, important contribution to reducing reoffending. Support involves issues related to offending and help with life skills for independent living in the community. Sacro provides a broad range of Supported Accommodation Services which reflect the spectrum of need of its services users. These services include: small residential units and hostels; single local authority and housing association tenancies; shared tenancies; "floating support" for those with no permanent address and provision of home leave accommodation. Sacro plans to develop these services. This may include the increased use of accommodation for those on bail as opposed to their being remanded and specific accommodation for female offenders. Our Supported Accommodation Services have all been registered with the Care Commission and, as such, will be liable for inspection from Autumn 2006.

In 2005/2006, **75%** of referrals came from social work departments. **48,736** bed nights were spent in Sacro managed accommodation and **19,515** days of support were provided for clients in accommodation not managed by Sacro. The average (median) duration was around **five** months, whilst around **23%** stayed for more than a year.



# Criminal Justice Services

## Throughcare

Sacro provides **four** types of Throughcare Service in Edinburgh and Glasgow: Family Travel to Prisons, Family Support, Offender Support and Voluntary Assistance. The Voluntary Assistance Service provides assistance with pre-release planning, post-prison advice and practical support to people not subject to, or eligible for, social work statutory supervision. The length of service provided varies depending on the circumstances and offence history of the client. A support service is also available to families of people involved in the criminal justice system. For serving prisoners, a Volunteer Support Service is available.

The Throughcare Service received **316** referrals and a total of **2,400** contacts with clients. The Travel to Prison Service dealt with **1,345** passengers, who were carried on **275** journeys to **nine** prison establishments and the State Hospital at Carstairs.

This year also saw the launch of the Community Links Centre in Edinburgh. This is a unique pioneering Pathfinder Project, which we run on behalf of the City of Edinburgh Council, to take a partnership approach to tackling the issues of reintegration of ex-prisoners into the community. It is being monitored and evaluated and the results followed with interest by local authorities, the Scottish Executive, the Scottish Prison Service and others.

## Another Way

Another Way is a small pilot service that assists drug-using street sex workers to engage with drug treatment and care services. During 2005/2006, this service worked intensively with **four** women to help them access services to address their drug use, housing, medical, safety and other support needs. This pilot has shown early indications of success, as service users stayed engaged with and spoke highly of the service and there was a decrease in the levels of drug use and street sex working among service users.

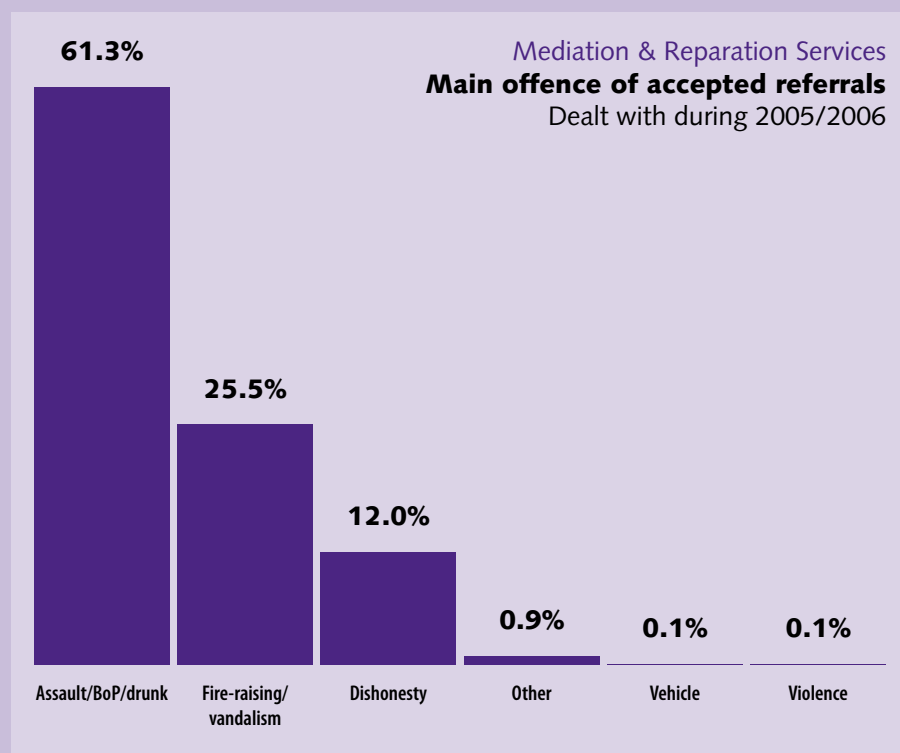
# Criminal Justice Services

## Mediation and Reparation

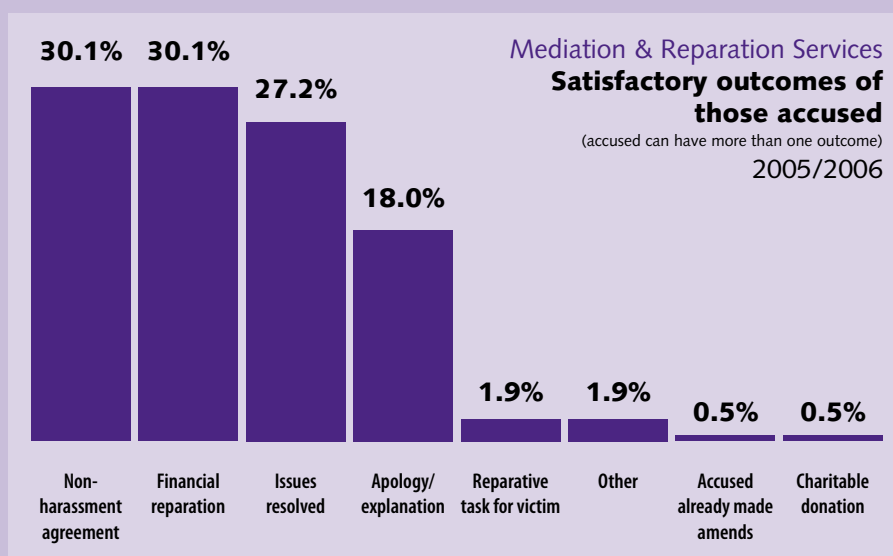
Sacro services in Aberdeen, Edinburgh & Midlothian, and North & South Lanarkshire, offer Procurators Fiscal an alternative to prosecution in cases of a relatively minor nature. These services are based on the principles of restorative justice and form part of the local authority diversion from prosecution provision. Participation in Mediation and Reparation is entirely voluntary and, even once embarked upon, either party can withdraw from the process. This unique Sacro service gives victims a voice in how they would like the harm caused to them by crime to be addressed. Those accused of crime are given the opportunity to apologise and to repair the harm they have caused.

The provision of mediation and reparation services is an important addition to the criminal justice system in Scotland. They represent the only local authority funded provision of restorative justice services in Scotland's adult criminal justice system. They provide a service much appreciated by victims. It is also an effective and robust alternative to prosecution for those who want it, thus freeing the courts to deal with more serious matters.

In 2005/2006, Sacro offered this service to **796** victims of crime and **758** people accused. Where both parties participated, **80%** reached an agreement on reparative action. Of these agreements, **92%** were then completed satisfactorily.



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## Groupwork

Groupwork Services provide offence specific programmes for high-risk offenders. These include the delivery of the Community Sexual Offending Groupwork Programme (C-SOGP), the nationally accredited programme for working with sex offenders within the community and a Domestic Abuse Groupwork Programme. This programme, along with two others, also developed in Scotland, are currently being amalgamated into one which will be put before the national Accreditation Panel in 2007.

In March 2006 Sacro also received funding from the Scottish Executive's *Violence Against Women Fund* to develop a post which will support the children of men attending the Domestic Abuse Programme. This will complement the role of the Women's Services Worker who provides support and information to partners and ex-partners of men attending this programme. By the end of 2005/2006, there were **29** men completing a Domestic Abuse Programme and **nine** men had completed a Sex Offenders' Programme.

The Alcohol Education Programme deals with those who have committed offences relating to alcohol abuse. The service received **163** referrals and **47** people completed the Alcohol Education Probation Programme during the year. Their average weekly consumption of alcohol had reduced by **62%** at the end of the programme. This programme was recognised with a *Scheme of Special Merit Award* at the *Howard League Community Programmes Awards, 2005/2006* – one of the top three such awards in the UK.

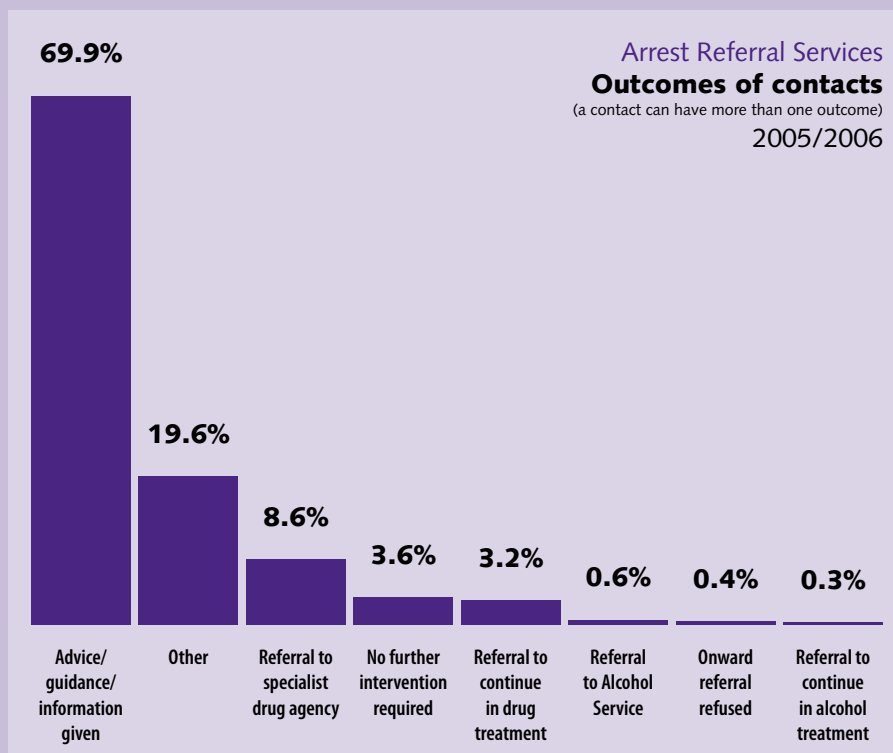
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## Arrest Referral

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. The two Arrest Referral Services delivered by Sacro are part of a pilot group of six across Scotland. These services have recently been subject to an external evaluation, commissioned by the Scottish Executive. A full report can be found at [www.scotland.gov.uk/Publications/2006/07/14102246/0](http://www.scotland.gov.uk/Publications/2006/07/14102246/0). The Executive has also recently announced that the current schemes will have their funding extended until March 2008.

The referral location of the **1,163** arrestees were: **7%** in police stations and **93%** in courts.

Staff made **2,776** contacts with arrestees, comprising phone calls, cell visits and letters.



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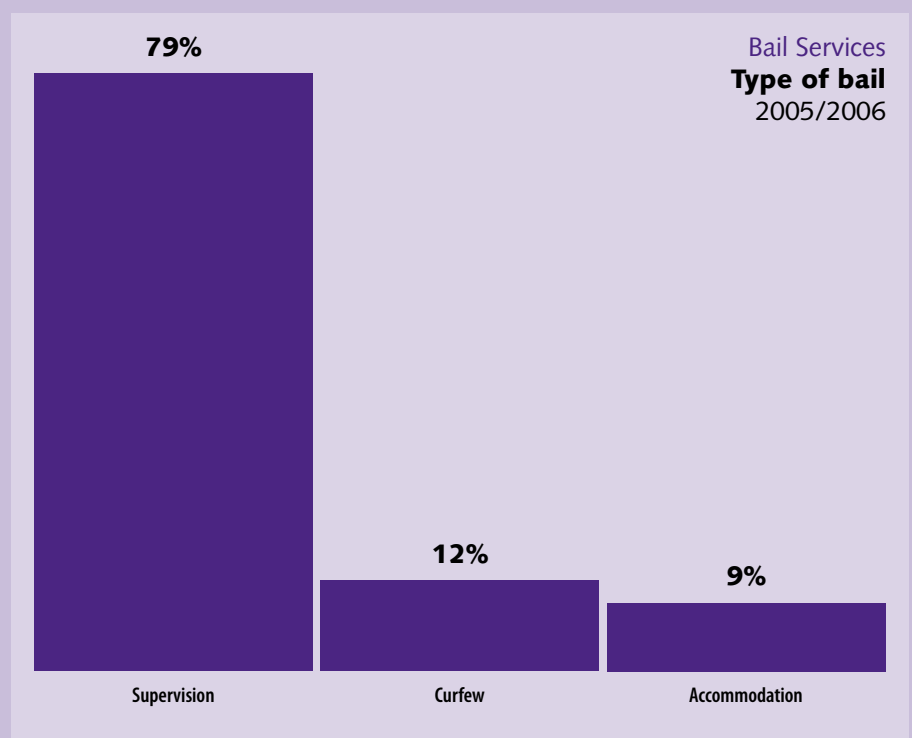
## Bail

Sacro's Bail Supervision Services work to prevent unnecessary custodial remands and reoffending on bail by providing supervision and monitoring, accommodation and support. These services provide courts with an effective alternative to remand, allowing the accused to remain in the community while undertaking offending behaviour work and having access to other services, at an early stage

Sacro received **186** referrals to the service and worked with **220** bailees during the year. Of those referrals that were completed during this year, **59%** were completed with a positive outcome. Of those remaining of the others, **30%** failed to comply with the conditions of the bail order and **7%** were remanded to custody.

### Court outcomes following compliance

Based on the **59%** of service users who successfully completed their time on Bail Supervision with known court outcomes, the data indicates that **12 (20%)** received a custodial sentence, **5 (8%)** were found not guilty, **2 (3%)** were admonished and the remaining **40 (68%)** received some sort of community-based sentence and for **7** service users, the court outcomes were unknown to the service. For Bail Curfew and Bail Accommodation, court outcomes were largely unknown to the service.



# Youth Justice Services

In 2005/2006, Sacro Youth Justice Services were available in **18** local authorities and there were **1,913** referrals of young people responsible – a rise of **19%** from the previous year. Since restorative justice involves working with both those responsible and those harmed by offending, in real terms, **3,560** people were actually offered a service; this includes cases still open from the previous year (**2,451** young people and **1,109** people who had been harmed).

Of the cases completed during 2005/2006, **65%** of young people took part in the Service. **91%** of them were involved in restorative justice, with **17%** of them meeting with the person they had harmed (almost **one in five** as in 2004/2005).

Of the people harmed by the young person's offending, who were offered a service, **70%** took part. Of them, **one in three** actually met with the young person who had harmed them, this is very encouraging and has increased from **one in four** last year.

The remaining young people took part in Victim Awareness, Cognitive Behaviour Programmes and Shuttle Dialogue. The remaining persons harmed took part in shuttle dialogue, or supported the use of victim awareness programmes instead of having a meeting with the young person who affected them.

Feedback was gathered from four major services. Out of **339** young people, there was a response rate of **29%**. From the **323** parents who were sent a questionnaire, **38%** responded. **55%** of the **110** people harmed by the young persons behaviour also responded this year. As a result of taking part in the Service, **97.5%** of the young people who responded said that they had a greater understanding of the impact of their actions on the person they harmed. One young person said "[Sacro] helps you realise what you did wrong".

Number of young people who took part in:	2003/2004	2004/2005	2005/2006
Restorative Justice Conferencing	74	75	<b>100</b>
Face-to-face meetings	64	80	<b>76</b>
Total of cases completed	613	778	<b>1022</b>
Percentage of cases where the young person and person(s) harmed have met.	22.75%	20.00%	<b>17.41%</b>

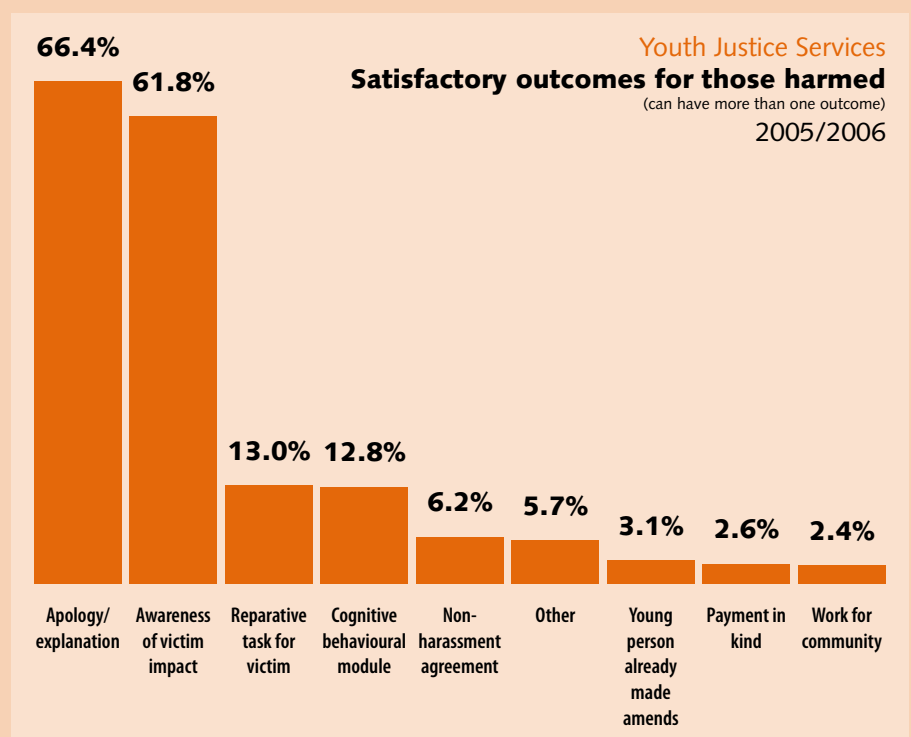
# Youth Justice Services

Of the **122** parents who returned questionnaires, **100%** said that they would recommend the Service to other people. Parents fed back “my daughter hasn’t offended since” and “[Sacro] confirmed with my son what I have been trying to get through [to him] for months”

Of those harmed who responded (and took part), **73%** said that they felt that they had influenced what happened to the young person, again an encouraging response to service providers. One teacher said “I learned how much the school still meant to our former pupils”. Another person harmed said that the Service was “A great support to young people who may have taken the wrong road in life – temporarily”.

Sacro are now involved with schools across Scotland using the experience in what works with restorative practices, to promote a “whole school approach” in mediation and restorative practices. This has led to the appointment in 2006 of a National Co-ordinator to work with schools.

Fife Youth Justice Services celebrated their 10<sup>th</sup> anniversary in this period. The service hosted an event to thank all partner organisations who had supported them over the 10 years. This was attended by Service staff, including the vital Service volunteers, other staff from Sacro and from local authorities and senior representatives of partner agencies.



# Thanks

**Sacro is extremely grateful for all the work contributed by over 100 volunteers who each make a significant contribution to Sacro services. Sacro also wishes to thank the members for their continuing support.**

**Sacro gratefully acknowledges the financial support of the following organisations:**

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East Lothian Council  
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Fife Council  
Glasgow City Council  
Highland Council  
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Midlothian Council  
The Moray Council  
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North Ayrshire Council  
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Orkney Islands Council  
Perth & Kinross Council  
Perthshire Housing Association  
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South Lanarkshire Council  
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West Lothian Council

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