

# ANNUAL REPORT

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2006/2007



# KEY ACHIEVEMENTS

- Sacro's turnover was over £10 million in 2006/2007
- The total number of service users reached was over 15,250
- Sacro's Alcohol Education Probation Programme was presented with one of three Awards of Special Merit to community programmes by the Howard League for Penal Reform
- Five new services were established: three Community Mediation Services; a Homeless Mediation Service in partnership with Edinburgh Cyrenians; and a pilot Workplace Mediation Service
- Fife Community Mediation Service celebrated its 10<sup>th</sup> anniversary
- 10 service evaluation and four other research reports were produced and two research seminars given
- Sacro's Manifesto was presented to political parties in the run up to the 2007 parliamentary elections
- The Chief Executive and Senior Manager for the area met each of the Chief Officers of the new Community Justice Authorities (CJAs) and the Scottish Prison Service's CJA Liaison Managers
- Restorative and Mediation Practices in Schools and Children's Residential Settings were developed and provided to four local authorities involving 10 schools
- Two community mediation DVDs were produced, one promotional, one a mediation training resource
- Sacro represented the Criminal Justice Voluntary Sector on the Ministerial National Advisory Body on Offender Management
- Oral evidence was given to the Justice 2 Committee of the Scottish Parliament.

## BOARD MEMBERS

TRUSTEES	
Niall Campbell	Chair
Neil Ballantyne	
Margaret Cox	
David Croft	
Robert Marshall	
Paul Morron	
Mike Nellis	
Salma Siddique	
Jandy Stevenson	Treasurer
Lindsay Thomson	
David Turner	
Robert Younger	

## RETIRED DURING THE YEAR

John Baird
Tony Simpson

## OBSERVERS

Graham Cairns	Strathclyde Police
Elizabeth Carmichael	Scottish Executive
Jane Martin	ADSW
Ruth Stark	BASW

# CONTENTS

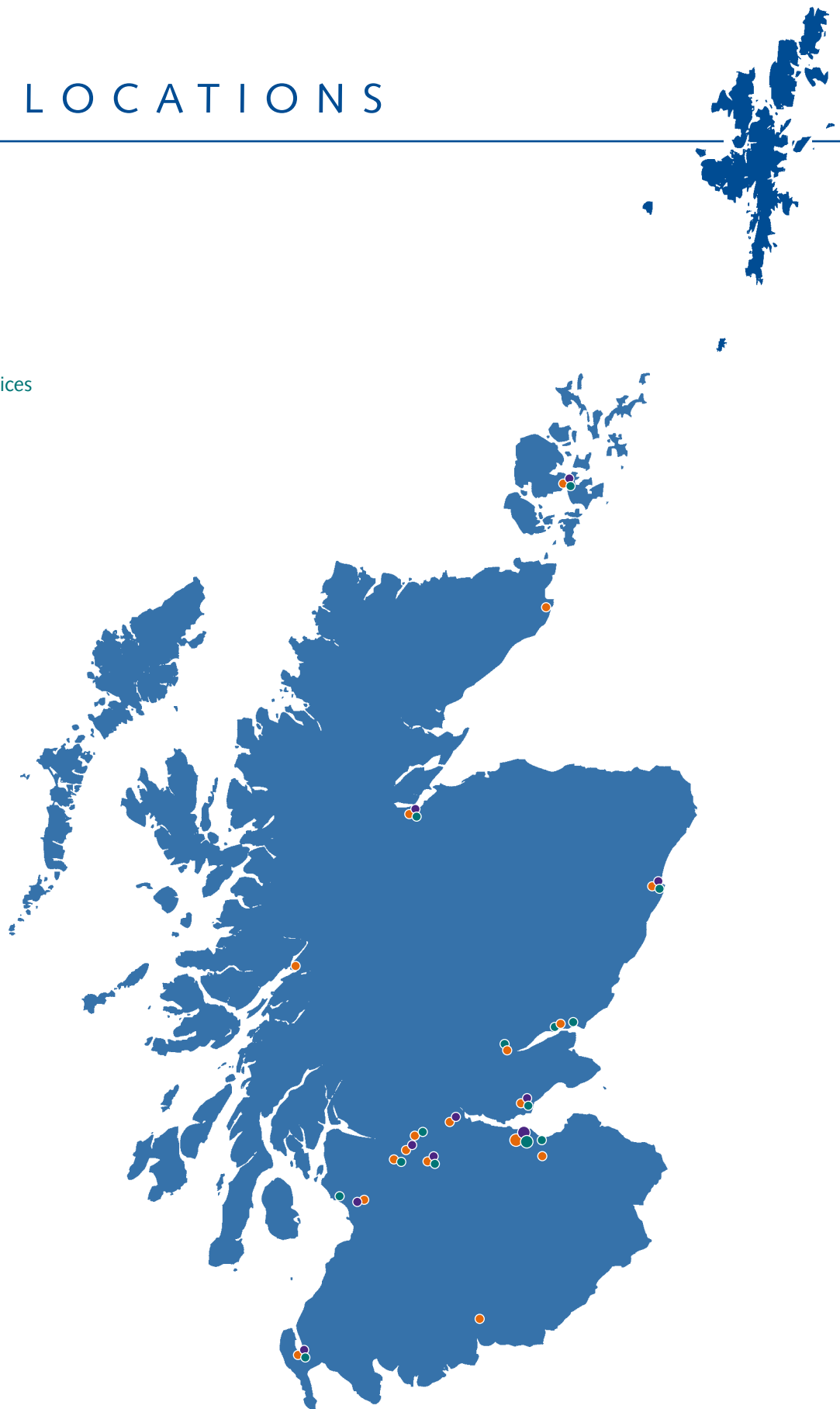
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SACRO SERVICE LOCATIONS	2	COMMUNITY MEDIATION SERVICES	13
CHAIRMAN'S REPORT	3	YOUTH JUSTICE SERVICES	14
Niall Campbell, Chair, Sacro			
CHIEF EXECUTIVE'S REPORT	4	CRIMINAL JUSTICE SERVICES	16
Susan Matheson, Chief Executive, Sacro		Supported Accommodation	16
Direct Service Provision	4	Throughcare	17
Research	5	Another Way	17
Influencing Policy and Legislation	5	Restorative Justice – Diversion from Prosecution	18
PARTNERSHIP WORKING	6	Groupwork	19
Scottish Executive	6	Arrest Referral	20
Scottish Parliament	6	Bail	21
Community Justice Authorities	6		
Local Authorities	6		
Scottish Prison Service	6		
Voluntary Sector	6		
Police	7		
Media	7		
CONSULTATIONS	7		
DEVELOPMENT AND RESEARCH	8		
OPERATIONAL QUALITY	9	STATISTICS AND CHARTS	
Quality Strategy	9	Finance	
Human Resources	9	Income and Expenditure	10
Information Technology	10	Community Mediation Services	
Finance	10	Nature of Dispute for Completed Referrals	13
The Sacro Trust	10	Throughcare	
CONSULTANCY AND TRAINING	11	Referrals Initially Assessed as 'At Risk' or 'In Crisis' (Top Eight Factors)	17
Community Mediation	11	Restorative Justice	
Restorative Justice	11	Satisfactory Outcomes	18
LEARNING AND DEVELOPMENT	12	Arrest Referral	
Annual Programme	12	Type of Support	20
Equality Agenda	12	Bail	
Qualifications Agenda	12	Known Court Outcomes of Compliant Referrals	21
External Accreditation	12		

# SERVICE LOCATIONS

- Community Mediation Services
- Criminal Justice Services
- Youth Justice Services

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



# CHAIRMAN'S REPORT

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## NIALL CAMPBELL, CHAIR, SACRO



The past year has yet again seen expansion and development. Sacro's turnover increased from £9.95 million in 2004/2005 to over £10 million in 2006/2007. While the growth is not as dramatic as the 23% growth

last year, it has allowed a valuable period of consolidation. Sacro now provides 75 services in 35 locations, with a total of 15,250 service users and 259 staff.

Sacro's mission is to reduce conflict and offending and to make communities safer. To that end, we provide an extensive range of services from mediation and restorative justice to direct services for offenders. We provide community mediation to resolve conflicts between neighbours. We promote restorative justice to give victims a voice and to enable people to say sorry to their victims and repair the damage they have done. We provide accommodation and support for those leaving prison and intensive supervision for a small number of high risk offenders. Sacro believes in a positive, practical and restorative response to crime and conflict. It rejects the negative and punitive approach too often presented as the only response. In pursuing this positive approach, Sacro does so on grounds of both humanity and effectiveness.

Through our practical experience and the knowledge of our staff, we influence the development of policy. Our Consultancy and Training Services guide the growth of new services, particularly in the fields of mediation and restorative justice. Our pilot schemes enable new approaches to be tried out. We have high hopes of the pilot Community Links Centre in Edinburgh which is designed to provide immediate practical support to those leaving prison.

This year has seen the establishment of the new Community Justice Authorities (CJAs). They are designed to bring together the key elements of the criminal justice system at local level and improve co-ordination and service provision. Sacro is keen to support and work closely with the CJAs. We have had meetings with the Chief Officers of all the CJAs and prepared a full guide to our services with CJAs in mind. We greatly look forward to working with the CJAs to develop and co-ordinate services.

Once again, one of the most enjoyable aspects of being Chairman has been visiting Sacro offices, meeting staff and hearing about their work. Sacro's strength continues to lie in the quality of its staff and its volunteers. Their work requires great commitment and considerable resilience. Their successes are – a neighbourhood conflict resolved; an offender settled in his own accommodation, following release from prison; reductions in re-offending by those with alcohol problems; reparation to victims; and, overall, a safer society. I was delighted that one of our programmes – the Alcohol Education Probation Programme – was recognised with a Special Merit Award from the Howard League for Penal Reform.

Our staff are our greatest asset. I am very grateful indeed to all our staff and volunteers – to the Chief Executive, Susan Matheson, and her senior team, to the local managers and team leaders and to all the front line staff who provide our services. Our volunteers also make a very important contribution and I am very grateful to them for all the time they give.

I am also very grateful to all the support and help I have had from the Board over the past year, particularly from the Treasurer, Jandy Stevenson. Our Board contains a wide and valuable range of experience and I would like to thank them for all the time they have given up to making Sacro such a success over the past year.

# CHIEF EXECUTIVE'S REPORT

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## SUSAN MATHESON, CHIEF EXECUTIVE, SACRO



Team working and partnership is so crucial to Sacro's achievements that I wish to start my report this year with thanks to all our partners and funders in local authorities, Scottish Executive, SPS and others.

As always, I want to thank Sacro's enthusiastic and dedicated staff for all their hard work throughout the year. Thanks are also due to Andrew McLellan, HMCIP for a riveting Annual Lecture entitled *Heartbreak Hotel*, and to Baroness Linklater of Butterstone for chairing the event.

Particular thanks go this year to our Chair, Niall Campbell and Treasurer, Jandy Stevenson, as they will be standing down just after this report is published. Their contribution to Sacro over the last six years has been outstanding. They have had the vision and given the leadership and support essential to Sacro's growth and success over that time. The Honorary President, The Rt. Hon. The Lord Cullen of Whitekirk and individual Board members have all contributed a great deal for which I am most grateful. We are sorry to say farewell to Tony Simpson and John Baird as board members while being delighted to welcome Salma Siddique, Lindsay Thomson and David Turner.

This report will show what Sacro has achieved in the last 12 months. We see a growing need for our work in the future and look forward to working with all our partners, particularly the new Scottish Government and the recently established Community Justice Authorities.

## DIRECT SERVICE PROVISION



Sacro continues to maintain Community Mediation, Youth Justice and Criminal Justice Services to a high standard. These meet the needs of victims, offenders and the community, by reducing conflict and offending.

Fife Community Mediation Service held an event in October to mark its 10th anniversary. The regard in which it is held was evidenced by this being eagerly celebrated by a large number of local partners.

Sacro is also delighted by the growing success and demand for its innovative work in schools on conflict resolution, mediation and restorative practices.

Sacro's Mediation and Reparation Services underwent a change of name to Restorative Justice Services to better reflect the nature of their work. This was announced and celebrated simultaneously in Aberdeen, Edinburgh and Motherwell.

An internal Constructive Communication Strategy and Evaluation was introduced, motivated by the desire for staff to benefit from our expertise in being a conflict resolution organisation. All managers were trained in line with this and a rolling programme of training for all other staff commenced.

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## RESEARCH



The robust demonstration of the effectiveness of its services is very important to Sacro and the benefits of having a Research Officer, Steve Kirkwood, are evident. We now have an agreed research programme and Sacro has already been able to improve the way

it collects information about the impact of its Criminal Justice Services; develop an evaluation system for the new work in schools and produce 10 detailed service evaluation reports in this year alone.

Equality of access to Sacro services is also important to us and a research report was written on the ethnicity of service users.

Of particular note is the extensive work Sacro has conducted on reconviction data, in collaboration with the Scottish Criminal Records Office, the Scottish Executive statisticians and Mary Munro of [cjsscotland.org.uk](http://cjsscotland.org.uk). This work culminated in an in-house seminar on the methodological issues surrounding this data. Steve Kirkwood later presented this to the National Advisory Body on Offender Management to assist them in advising the then Minister on the target to be set for the National Strategy.

In addition, Sacro has been able to work with various external agencies to help them conduct research in relation to Sacro's services and Governmental strategies (e.g., around anti-social behaviour), and it has been continuing to involve students in conducting research.

It was, therefore, with great enthusiasm that we greeted the news that the Scottish Executive had agreed to fund a new research post attached to the Restorative Justice Consultancy. We welcomed Germana Vitrano to the post in January 2007.

## INFLUENCING POLICY AND LEGISLATION



The importance of Scotland's new Community Justice Authorities (CJAs) to the future of the criminal justice side of our work meant we were delighted to be able to have meetings with all their Chief Officers and the SPS CJA

Liaison Managers. We provided each of them with a well received guide to Sacro's services, excellently produced by our Publications Officer, Alan Mairs.

In the run up to the 2007 parliamentary elections, we presented Sacro's Manifesto to representatives of the political parties and were pleased to note that many of our proposals were reflected in their own manifestos.

During the year, I have:

- > represented the Criminal Justice Voluntary Sector on the Ministerial National Advisory Body on Offender Management and on the Scottish Executive Throughcare Implementation Group
- > attended a short-life Scottish Executive Women's Offender group, and the Custodial Sentences Planning Group and its sub-groups on community and recall issues
- > given oral evidence to the Justice 2 Committee of the Scottish Parliament
- > been part of the Sacro representation in hosting a visit from a European Commission funded delegation of academics from Turkey. The delegation had been advised that a visit to Scotland was essential to their study of restorative justice.

# PARTNERSHIP WORKING

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## PARTNERSHIP WORKING



It is by working closely with many other individuals and organisations that Sacro is able to continue providing effective and innovative services to help make our communities safer.

### SCOTTISH EXECUTIVE

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 Executive Throughcare Implementation Group (now wound up). She was also on the Custodial Sentences Planning Group and its sub-groups on community and recall issues.

Sacro continued to advise the Scottish Executive 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. Our Community Mediation Consultancy and Training Service continues to advise on the development of service provision and practice, including the content and design of Scottish Executive public information leaflets and the production of an Executive funded promotional and training DVD.

### SCOTTISH PARLIAMENT

Sacro gave evidence to the Scottish Parliament Justice Committee on the Custodial Sentences and Weapons Bill on behalf of the Scottish Consortium on Crime and Criminal Justice.

Children 1<sup>st</sup> invited us to join with them in running what proved to be a very well attended seminar on Circles of Support and Accountability for Sex Offenders. This was found to be not only informative but also convincing by the MSPs.

## COMMUNITY JUSTICE AUTHORITIES

Sacro gave a guide to all its services to the Chief Officers of the new Community Justice Authorities (CJAs), for their ease of reference. We were pleased to be recognised as statutory partners and to be welcomed to meetings in all areas, with the Chief Officer, the CJA itself or both.

### LOCAL AUTHORITIES

Sacro's local services are largely run in partnership with local authorities. Sacro was pleased to work in close partnership nationally with our local authority colleagues, in order to develop restorative justice protocols and best practice standards in the provision of community mediation and to enhance the management of offenders.

### SCOTTISH PRISON SERVICE

Sacro is grateful to the Scottish Prison Service for seconding a member of their staff to work within the community in helping establish the Community Links Centre in Edinburgh. The Centre is being monitored as a possible model for other CJA areas.

We are also grateful to Tom Fox, Head of Communication for his support, particularly in providing training to Sacro staff in working with the media.

The Chief Executive was pleased to give a presentation to the SPS Family Contact Development Officers.

Links with SPS are also maintained through Sacro's Chief Executive continuing to be a member of the SPS National Suicide Risk Management Group.

### VOLUNTARY SECTOR

The Scottish Consortium on Crime and Criminal Justice, of which Sacro is a founder member and contributor, produced a number of very informative briefings to provide an evidence base for policy making. The Criminal

Justice Voluntary Sector Forum, of which Sacro is also a founder member, continued to provide the Executive with representation on a number of national bodies.

An innovative Homeless Mediation Service for young people was established in partnership with the Edinburgh Cyrenians.

## POLICE

Many of our services, in criminal justice, youth justice and community mediation, involve work with local police. In a number of areas this has included work in establishing 'tracking' procedures and protocols for the purpose of identifying re-offending rates by users of Sacro services. The work of our Restorative Justice Consultancy has also involved work with national police representatives in the development of RJ protocols and best practice standards.

## MEDIA

The appointment of a Communications Officer, Lisa Stewart, meant Sacro was able to be more proactive in seeking media coverage to promote its views. The number of media enquiries has increased and we now issue regular news releases in addition to initiating specific articles in targeted media.

We continue to respond to media requests, which keeps the organisation's name and views in front of our target audiences.

## OTHER NATIONAL BODIES

During the year we ran a conference on Supported Accommodation in partnership with the Scottish Council for the Single Homeless, Edinburgh Cyrenians, Barony Housing Association, Scottish Federation of Housing Associations and Shelter. We were also in liaison with HMCIP; Audit Scotland; the Scottish Mediation Network; the Economic and Social Research Council; the Scottish Association for the Study of Offending (SASO) nationally and in Edinburgh and Glasgow; and Scottish Young Lawyers.

## CONSULTATIONS

### WRITTEN EVIDENCE TO SCOTTISH EXECUTIVE

*Criminal Proceedings etc. (Reform) (Scotland) Bill*

April 2006

*Custodial Sentences and Weapons (Scotland) Bill*

January 2007

*Children's Services (Scotland) Bill*

March 2007

*National Accommodation Standards for Sex Offenders (NASSO)*

August 2006

### WRITTEN EVIDENCE TO JUSTICE 1 COMMITTEE OF THE SCOTTISH PARLIAMENT

*Evidence in relation to child sex offenders*

August 2006

### WRITTEN EVIDENCE TO SKILLS FOR JUSTICE

*National Occupational Standards – Youth Justice*

January 2007

# DEVELOPMENT AND RESEARCH

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## DEVELOPMENT AND RESEARCH



Sacro's developing work with schools received a major boost in 2006 with the appointment of a National Co-ordinator – Work with Schools. This appointment has enabled us to develop our strategy and impetus in a major way in order to achieve

our objective of increasing the use of mediation and restorative practices in Scottish schools.

Increasing numbers of schools and education authorities are approaching Sacro for assistance in developing such approaches. News is awaited from the Scottish Government as to whether they will be providing finance to enable a roll-out of approaches developed in three pilot areas over recent years.

Sacro's research capacity was further boosted this year with the appointment of a researcher to join our Restorative Justice Consultancy and Training Service. This post is being financed by the Scottish Executive to enable research into the use of the Executive's funding of restorative justice with young people and their victims; of which Sacro is the principal service provider. Sacro's Youth Justice Services were the subject of an evaluation report, produced by our Youth Justice Advisor for internal and external use.

The Research Officer has developed a regular programme of service updates and evaluations, initially for internal use but providing the basis for further external reports. He also wrote a paper, jointly with external researchers, looking at re-conviction rates from a sample of Sacro services together with a very useful analysis of issues involved in measuring re-conviction.

This led to presentations of their findings to a number of internal and external audiences, including to the National Advisory Board for Offender Management, where they were very well received.

The Criminal Justice Advisor has been very active in assisting with a number of consultation responses and presentations to the Scottish Executive and other bodies, as well as participating in several national advisory and working groups. Assistance has also been provided in the development of the Edinburgh Community Links Centre; an exciting pathfinder initiative.

The Community Mediation Consultancy and Training Service was responsible for the production of a Community Mediation promotional and training DVD, funded by the Scottish Executive and North Ayrshire Council, to add to those already produced by Sacro for Supported Accommodation and Youth Justice Services.

The Restorative Justice Development Officer organised and oversaw a re-branding and re-launch of our former Mediation and Reparation Services with their new designation of Adult Restorative Justice Services – a name better suited to its practice. The positive recognition here and in Europe of the Restorative Justice Consultancy and Sacro's practice in this area has not yet been accompanied by an expansion in such services in Scotland. It still remains an unfulfilled aspect of Sacro's vision to see restorative justice available at all stages of the criminal justice process. Yet there is increasing demand for Sacro to train practitioners in a number of European locations and one of our experts, Niall Kearney, Chairs the Practice and Training Committee of the European Forum for Restorative Justice.

# OPERATIONAL QUALITY

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## QUALITY STRATEGY



To properly demonstrate the effectiveness of its services, Sacro continually assesses their progress and success. One of the tools used to do this is PQASSO (Practical Quality Assurance System for Small Organisations). The version

of PQASSO used by Sacro was specially tailored to its needs by a working party for criminal justice sector voluntary organisations in partnership with the Scottish Executive. 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. Congratulations to Fife Youth Justice Service, Fife Supported Accommodation Service, Fife Supported Tenancy Service, Dundee Youth Justice Service and Falkirk, Stirling and Clackmannanshire Supported Accommodation Service for the completion of level three in 2006/2007.

Sacro is currently working with the Scottish Community Mediation Network in addressing the gap left by the closure of Mediation UK for future accreditation of our Community Mediation Services.

## HUMAN RESOURCES



Sacro's work could not be successfully delivered without the dedication and skill of its staff and volunteers. The Human Resources (HR) team's key aim is to ensure that Sacro is able to recruit and retain staff with the required skill

and knowledge to contribute to the achievement of Sacro's mission.

The HR computerised information system has been reviewed and developed. The improved system will be a valuable working tool to aid the day to day work of the team and will also enable more streamlined reporting of staffing information, which will allow us to compare benchmark data with relevant comparators.

# OPERATIONAL QUALITY

## INFORMATION TECHNOLOGY



The Information Technology (IT) team responded to 2,476 IT requests via the helpdesk. The team continues to manage the Sacro website and maintains Sacro's IT and telephony infrastructure in its locations throughout Scotland.

Sacro's Intranet went live in 2007. The IT team managed the training of eight intranet authors and co-ordinated the testing of the site.

The IT team works closely with Advisors and the Research Officer, to assist with the Monitoring and Evaluation Strategy. This has included the production of data for annual, Board and research reports. The data extracted from the service databases by the team has also contributed to a study on noise by Defra, and the publication of an article on restorative justice for the *British Journal of Community Justice*.

The team also contributes to Sacro's Learning and Development Programme, providing events in relation to the bespoke databases and data management (12 models in 49 services) as well as Microsoft Word, Outlook, IT Policy and general IT.

With the aid of Scottish Executive Capital Grant money, the IT team project managed further development of data management systems and the purchasing and installation of hardware.

## FINANCE



During 2006/2007, Sacro's turnover amounted to over £10 million.

Criminal Justice Services continue to represent the main source of expenditure 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	8,046
Scottish Executive Funding	958
Rent and Service Charges	125
Other Income (including Training and Intensive Support Contracts, Donations and Bank Interest)	894
<b>Total Income</b>	<b>10,023</b>
EXPENDITURE (£'000s)	
Youth Justice	1,807
Criminal Justice	5,820
Community Mediation	1,795
Governance Costs	15
<b>Total Expenditure</b>	<b>9,436</b>

## THE SACRO TRUST

The Sacro Trust is constitutionally separate and aims to provide grants to individuals in the process of rehabilitation. A total of 52 grants were awarded in 2006/2007. Grants were made to assist with first tenancy items (household goods), to enable access to training courses and for driving lessons.

# CONSULTANCY AND TRAINING

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## CONSULTANCY AND TRAINING



Sacro continues to spread its influence through its Consultancy and Training Services in Restorative Justice and Community Mediation, both of which are funded by the Scottish Executive.

## COMMUNITY MEDIATION

The Consultancy's remit is to facilitate the setting up of new mediation services in Scotland and to foster best practice for existing services. The Scottish Executive has funded this Sacro managed service since June 2000. At that time there were only two local authority and three Sacro Community Mediation Services. As of April 2007, there are 30 Community Mediation Services in Scotland, and the majority of their mediators have been trained by the Consultancy. The Consultancy also provides feasibility studies for social housing providers; a range of good practice guides; information leaflets for service users and briefing papers for mediators. A *Mediation Services Guidance Manual* is currently in production.

A recent development has been the production of two DVDs, one a short general guide to community mediation in Scotland, and the other, a longer training resource for mediation workers and services.

The Consultancy acts as the administrative base for the Scottish Community Mediation Network, which is currently planning to introduce a scheme of service, training and mediator accreditation.

Training is provided in a range of contexts, including half-day and full-day mediation awareness training for social housing providers and others, and basic and advanced mediation skills courses for new and experienced mediators. Between April 2006 and March 2007, 104 participants successfully completed the Consultancy's assessed five-day Mediation UK accredited training course. 11 people participated in the innovative *Verbal Acupuncture* course for experienced mediators; and 120 people received mediation awareness training.

## RESTORATIVE JUSTICE

The National Restorative Justice Consultancy again contributed significantly to the development of policies by providing training, awareness events, advice and guidance to raise standards of practice across Scotland. Much of its work is in partnership with Scottish Executive colleagues and it has worked with over 40 other organisations, particularly the SCRA and social work departments, police, residential and secure care units, prisons, schools, restorative justice services, and anti-social behaviour teams.

The Consultancy:

- > undertook and reported on a *Census of All Restorative (youth) Justice Services in Scotland*
- > drafted, with others, a new national document on *The Use of Restorative Justice* for the Scottish Executive initiative *Getting it Right for Every Child*
- > produced a new procedural manual: *Working Restoratively with Young People*
- > refined the national *Best Practice Guidance for Restorative Practitioners*
- > was engaged to write course material for Edinburgh University's *National Qualification in Restorative Practice*.

# LEARNING AND DEVELOPMENT

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## LEARNING AND DEVELOPMENT



Sacro recognises that innovative and consistently excellent service provision depends primarily on the competence and confidence of its staff and volunteers. Sacro is committed to a culture of learning and an extensive programme of

staff and volunteer development. This is ensured by a dedicated Learning and Development (L&D) team, working closely with colleagues in Development and Research, Human Resources and Operations to develop and deliver a comprehensive strategy and programme for continuing professional development, to meet service and organisational needs and aspirations.

## ANNUAL PROGRAMME

In 2006/2007 Sacro facilitated 239 learning and development event days, with 76 different event titles and 1,317 participant attendances. This equates to an average of just over five days training per staff member. The past year has seen the introduction of e-learning packs; an innovative, alternative method of learning. Over the period, 107 employees and volunteers successfully completed a distance learning pack in Personal Safety. 94 L&D bulletins were issued to employees and volunteers during the year.

93% of those attending rated events as 'Excellent', 'Very Good' or 'Good'. This is particularly encouraging as it suggests events are in line with identified learning and development needs. Changes to practice are collated three months after completion of events and further analysis shows that learning events reflected a positive change in practice.

## EQUALITY AGENDA

Sacro is a values-driven organisation. In support of this and in response to the changing face of Scottish society, Sacro has built on its core learning agenda of induction and anti-discriminatory practice by providing further opportunities to develop knowledge in: human rights; Islam and Muslims; race and religious law awareness; and other Scottish religions.

## QUALIFICATIONS AGENDA

The Scottish Qualifications Authority's external verifier audited the Sacro SVQ centre in January 2007 and reported it as being an 'excellent SVQ assessment centre'. Sacro actively supported 13 employees to achieve, and a further 36 employees to progress towards, relevant professional qualifications during 2006/2007.

## EXTERNAL ACCREDITATION

The achievement of the Investors in People (IiP) award, in January 2006, is central to our people management processes. In line with IiP, Sacro has reviewed employee support and people management processes, including performance review and induction. To this end and in continued commitment to the development of volunteers, the Learning and Development team has established a Volunteer Management Group. This Group has developed policies and processes in line with Investing in Volunteers (IiV) outcomes, with the organisation aiming to achieve IiV accreditation during 2007/2008.

# COMMUNITY MEDIATION SERVICES

## COMMUNITY MEDIATION SERVICES



Preventing and resolving local conflicts is an essential part of making Scotland's communities safer. 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 also an essential arm of local government initiatives in tackling anti-social behaviour.

Greater awareness of mediation has seen an increase in people and agencies using it as the first choice for resolving disputes, whether between neighbours, groups in the community, the workplace or in schools. As a result of this, Sacro's Community Mediation services have had their busiest year ever, assisting over 4,000 Scottish households.

The largest single source of referrals to the service is housing departments, with self-referrals, anti-social behaviour teams and the police also being major sources.

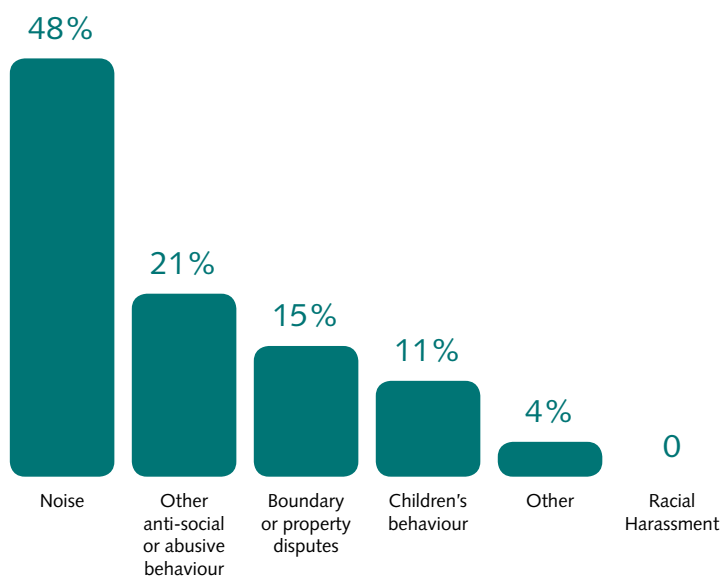
**A total of 1916 conflicts were dealt with by Sacro's Community Mediation services between April 2006 and March 2007, an increase of 11.5%.** This assistance varied from simply informing people about their options or giving advice and coaching on how to approach neighbours positively, to bringing people together to work out resolutions to their conflicts with the assistance of mediators.

In 587 of these cases the conflict was dealt with through full mediation. **Success rates were high, with almost 80% of cases resulting in a positive outcome.**

Noise continues to be the main presenting issue in conflicts, accounting for 48% of all referrals. Issues around children, anti-social/abusive behaviour and boundaries are also 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.

Sacro pays particular attention to ensuring its 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 mediation practice.

## COMMUNITY MEDIATION SERVICES: NATURE OF DISPUTE FOR COMPLETED REFERRALS



# YOUTH JUSTICE SERVICES

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## YOUTH JUSTICE SERVICES



2006/2007 saw another year of changes in youth justice. Keeping the restorative aspect of youth justice at the forefront of service delivery in light of youth justice policy required determination and commitment from front line staff and managers.

In a time where Getting it Right for Every Child, the Youth Justice Improvement Group recommendations and the draft Children's Services Bill draws attention to the need for service such as ours to tackle the offending behaviour of children more effectively, it becomes ever more important to remind ourselves of the impact such behaviour has had on Scotland's communities.

Sacro is working hard towards balancing the needs of the persons harmed (victims) with the unmet needs of the children and young people responsible for that harm.

In the past year Sacro received a total of 1,784 referrals.

This report concentrates on the 1,706 young people responsible and the 660 persons harmed in those cases that were completed during the year 2006/2007.

It is encouraging to report that of all those people harmed who took part in Sacro's Restorative Youth Justice Services, 30% actually met with the person responsible for harming them and of those cases, 91% were recorded as having a satisfactory outcome<sup>1</sup>.

**For those harmed who participated in restorative justice, 32% were individual adults and 16% were children (under 16). This means that almost half of the cases were dealing with individuals who were personally harmed.**

Of the young people who took part in restorative justice, 31% worked on their behaviour and thinking through a cognitive behaviour programme with a restorative component. Where the young person met with the person they had harmed, a reparative task was agreed upon in 17% of the cases. In the remaining cases the fact that the young person was willing to meet, answer questions and apologise, met the needs of the person harmed.

Restorative Justice is also being used in more innovative ways. In residential settings for example, Sacro has been involved in setting up a service in Aberdeen to encourage the use of informal processes as an alternative to accumulating police charges. Aberdeen has also provided a community-based reparation service, which supports reparative tasks asked for by people harmed as a result of taking part in restorative justice services.

Sacro provides training and consultancy for schools and there has been a developing interest in this work with Sacro being involved across Scotland. A pilot project in Falkirk has seen the development of an 'across the school gates' model. This involves two schools and a community Restorative Acceptable Behaviour Contract (RABC) service. These linked services address (at the earliest stages) behaviour that is considered problematic – whether at school or when in the community. The RABC service provides structured support to the young person and their family, to assist them in making and sustaining changes in their behaviour.

In Fife where an RABC service has been in operation for over a year, there were 54 referrals in 2006/2007. Of those, 23 young people worked on their behaviour through cognitive behaviour programmes without

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the need for signing a contract – only four being re-referred after completion. 12 further young people did benefit from signing a Restorative Acceptable Behaviour Contract and of those, only two were re-referred. This gives early indications that preventative supportive intervention at the earliest stages can be very effective in addressing anti-social and offending behaviour.

Feedback on how people feel about taking part in the services is also sought and helps Sacro to make changes where necessary. From those who took part in Sacro's Restorative (Youth) Justice Services, **90% of young people who responded said that taking part in the Service had changed how they thought about offending**, e.g. "It made me understand the consequences of my actions".

**81% of parents who responded to a questionnaire said that they saw positive changes in the young person's behaviour**, e.g. "He seemed to listen more, and thought about things before doing them".

Also, **96% of all person's harmed who took part in the survey said that restorative justice was a good way to deal with the offence**. One person who had had their house broken into and money stolen by some young boys said that they "felt these boys were just youngsters who had made a mistake and should be given the chance to apologise and think about what they had done".

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<sup>1</sup> Satisfactory outcome being that the agreement reached was fulfilled. People involved were given the opportunity to feed back anonymously on how they felt about the service. This feedback is reported separately in Sacro's *Youth Justice Services Evaluation Report, April 2004–March 2005*. Nicol, W.J., Kirkwood, S. & MacFarlane, L., Sacro 2006.

# CRIMINAL JUSTICE SERVICES

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## CRIMINAL JUSTICE SERVICES



In 2006/2007, Sacro's Criminal Justice Services responded to 3,589 referrals, of which 2,572 were newly received during the financial year. These referrals related to 4,806 people and included people charged with or convicted of offences, as well as people harmed by crime. Of those who were charged or convicted and referred to Criminal Justice Services, 79% were male and overall, 35% were aged from 20 to 29 years old.

Sacro's current range of Criminal Justice Services includes:

- > Supported Accommodation
- > Intensive Monitoring and Support Services for high risk offenders
- > Throughcare/Community Links Centre
- > Restorative Justice
- > Arrest Referral
- > Groupwork (Alcohol Education, Domestic Abuse and Sex Offenders' Programmes)
- > Bail Supervision and Bail with Electronic Tagging
- > Assessment for Home Detention Curfews
- > 'Another Way' street sex worker support project.

## SUPPORTED ACCOMMODATION

Sacro continues to be Scotland's leading voluntary sector provider of services for offenders who require accommodation, support, supervision and monitoring. Research and our own experience suggest that provision of appropriate supported accommodation makes an acknowledged and 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 range of Supported Accommodation Services which reflect the spectrum of need of it's 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
- > provision of home leave accommodation.

Sacro plans to develop these services as required by our local authority partners. During the year, Sacro began to assist and support the National Audit of Offender Accommodation, announced by the Scottish Executive in February 2007.

Our Supported Accommodation Services are all registered with the Care Commission and were inspected during 2006/07. These inspections had positive outcomes and were welcomed by Sacro. They are available to view at [www.carecommission.com](http://www.carecommission.com)

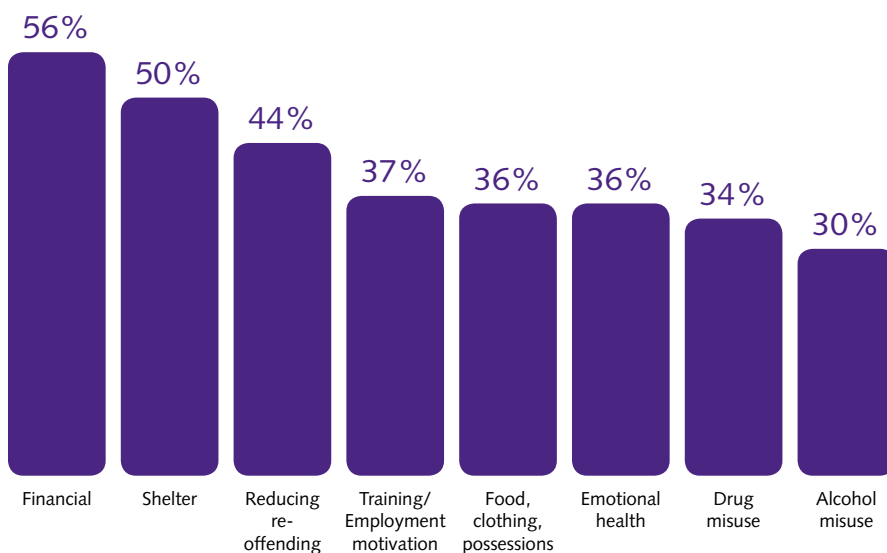
**In 2006/2007, there were 637 referrals to the Supported Accommodation Services, 88% of which came from social work departments. Sacro provided 47,475 supported bed-nights in Sacro-managed accommodation and 18,158 days of support were provided to people in accommodation not managed by Sacro.** The average (median) length of support in Sacro-managed accommodation was around five and a half months, whilst around 21% of service users received support for over a year. For the support provided to those in accommodation not managed by Sacro, the average (median) length of support was just under four months.

## THROUGH-CARE/COMMUNITY LINKS CENTRE

Sacro currently supports our local authority partners by providing Throughcare initiatives within the central belt. These include Throughcare services delivered from our Glasgow base and the Community Links Centre in Edinburgh in which SPS is an important partner along with a large number of local agencies. This partnership based approach is a national first and aims to mirror the Link Centres established by the Scottish Prison Service, with the provision of a similar 'one-stop shop' to assist offenders with reintegrating back into the community.

The Community Links Centre received 309 referrals in 2006/2007, and had a total of 2,143 contacts with these service users including letters, phone calls and face-to-face meetings. The Glasgow Throughcare Service had a total of 65 referrals and had 297 contacts with service users. The Travel Service made 204 journeys, carrying a total of 1,008 passengers (including repeat passengers) to the prison establishments at Peterhead, Noranside, Glenochil, Kilmarnock and to the State Hospital at Carstairs.

## THROUGH-CARE SERVICES: REFERRALS INITIALLY ASSESSED AS 'AT RISK' OR 'IN CRISIS'. (TOP EIGHT FACTORS).



## 'ANOTHER WAY'

'Another Way' is a small pilot service assisting drug-using women street sex workers in Edinburgh to engage with drug treatment and care services. The service worked intensively with 15 women who needed help to access services relating to drug use, housing, benefits, health, safety and other support needs. Service users and partner agencies including the District Court have commended the service. A number of service users have reduced their drug use and exited or significantly reduced the extent of street sex working.

**In February 2007, the service was nominated for a Howard League Community Programme Award, which it received as a 'Scheme of Special Merit' in July 2007.**

# CRIMINAL JUSTICE SERVICES

## RESTORATIVE JUSTICE – DIVERSION FROM PROSECUTION

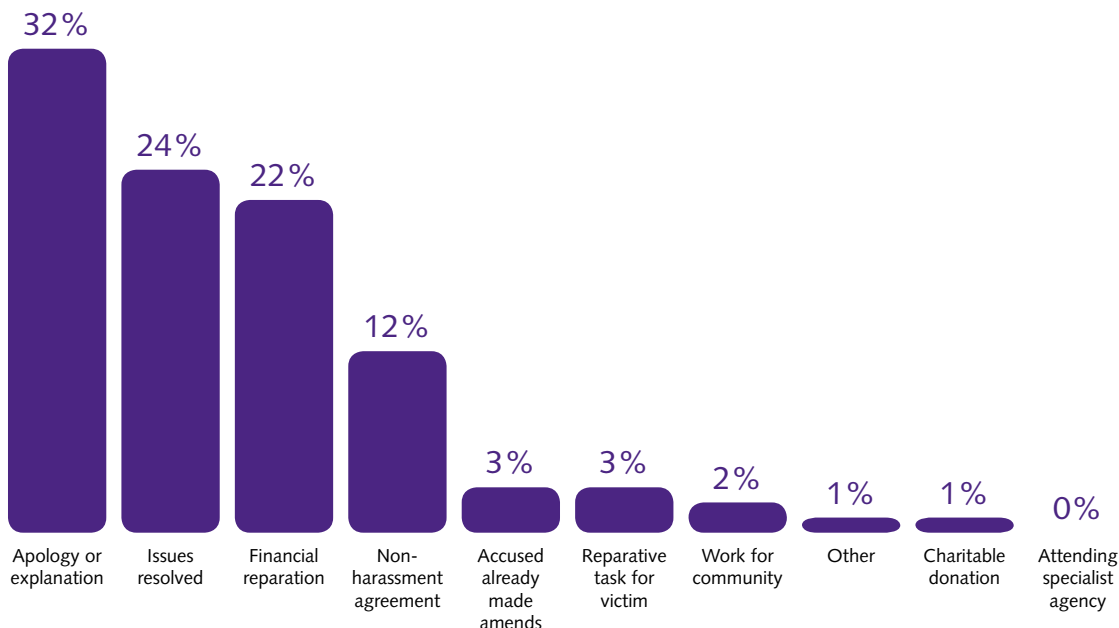
Sacro continues to be at the forefront in pioneering the provision of restorative justice services within the adult justice system. Restorative justice is still an innovative way of addressing the harm caused by crime. It enables victims to actively participate in the resolution of matters arising from the crime and holds those responsible for crime directly accountable, in a way that is safe for those they have harmed.

Sacro operates three Restorative Justice Services within a diversion from prosecution context. These services, (formerly known as Mediation and Reparation Services), are based in Aberdeen, Edinburgh and Motherwell and receive funding to operate in the five local authority areas of Aberdeen City, Edinburgh and Midlothian, North and South Lanarkshire.

Local Procurators Fiscal make referrals to the services and successful cases are not prosecuted, thus saving court time. They provide satisfactory outcomes for both the victim and the accused. Unsuccessful referrals are returned to the Procurator Fiscal for further action.

**The Restorative Justice Services received referrals involving a total of 773 people accused of committing a crime and 928 people harmed by an alleged crime. Both people agreed to participate in a restorative process in 35% of the referrals completed in 2006/2007. Of these, 80% were resolved satisfactorily. Where people came to an agreement about how to deal with the offence, agreements were successfully fulfilled in 91% of cases.**

## RESTORATIVE JUSTICE SERVICES: SATISFACTORY OUTCOMES (can have more than one outcome)



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## GROUPWORK

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

- > Community Sexual Offending Groupwork (C-SOGP)
- > Domestic Abuse Groupwork (DAG)
- > Alcohol Education.

During the period 2005/2007 the Criminal Justice Social Work Research Centre undertook a 'process evaluation' of the C-SOGP within the five pilot sites across Scotland. Sacro provides C-SOGP across the Forth Valley from its Falkirk office base. This was presented to the national C-SOGP Steering Group in July 2007.

**In February 2007, Sacro's Domestic Abuse Groupwork Programme, based in the Forth Valley was nominated for the Howard League Community Programme award. It subsequently received an award as an 'Outstanding Scheme' in July 2007.** Large elements of this programme have been incorporated into the 'Caledonian System' – an integrated approach to address men's abuse and increase the safety of women and children. The System is in the latter stages of the process which will result in it being the Nationally Accredited Domestic Abuse Intervention System within Scotland.

**There were 137 referrals to the Alcohol Education Probation Service in 2006/2007 and 52 people started in a programme. There was a completion rate of 95% for this programme. For those who completed, from the time of the offence their average amount of alcohol use had dropped by 61% by the second week of the programme and by 86% by the end of the programme.**

There were 43 referrals to the Domestic Abuse Groupwork Programme in 2006/2007 with seven men completing the programme in this period. The Women's Worker engaged with 41 women over the same period, up from 37 in 2005/2006 and 21 in 2004/2005.

The Children's Worker only came into post as of October 2006 and although the service is in a development phase, there is ongoing engagement with service users. This service, along with the Women's Worker post, will need to seek new sources of funding in the financial year 2008/2009 as current funding ceases at the end of March 2008.

There were 26 referrals to the Community Sex Offences Groupwork Programme in 2006/2007. In this period, eight men completed the programme satisfactorily.

# CRIMINAL JUSTICE SERVICES

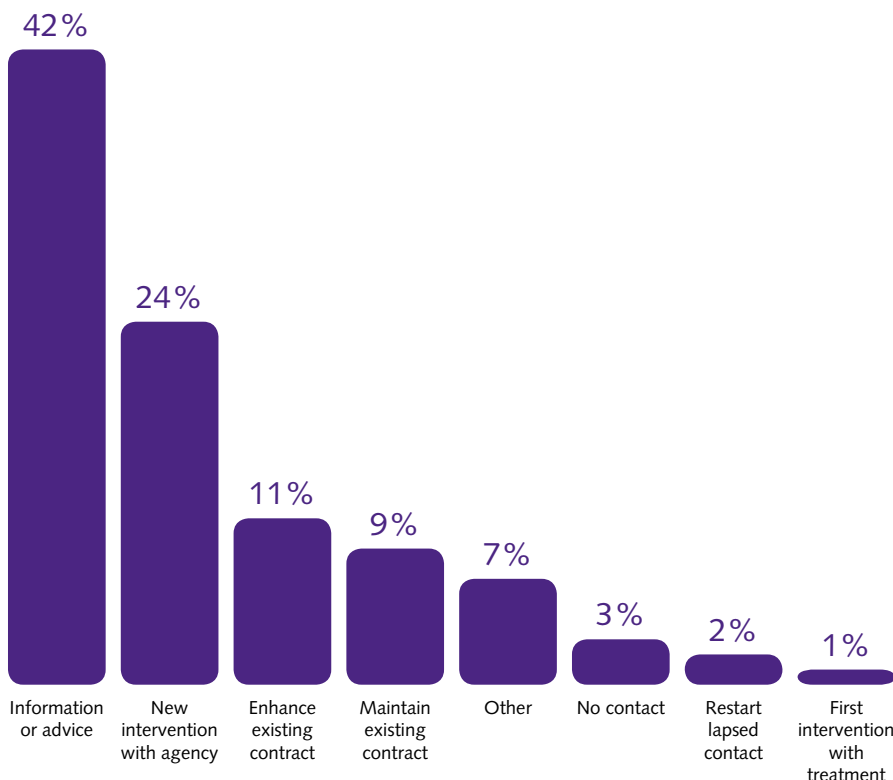
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## ARREST REFERRAL

This service deals with people at the point of arrest whose offending is linked to drug and alcohol misuse. 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 which were evaluated by the Scottish Executive in 2006. This research was published later that year and is available from [www.scotland.gov.uk/socialresearch](http://www.scotland.gov.uk/socialresearch). Following publication of this report, the Executive announced further funding for Arrest Referral schemes nationally.

**There were 685 referrals to the Arrest Referral Service in 2006/2007.** Of these, 94% were referred through the Courts and 5% were referred through police stations. In total, the service had 2,064 contacts with service users, including phone calls, letters, and face-to-face meetings.

## ARREST REFERRAL SERVICE: TYPE OF SUPPORT

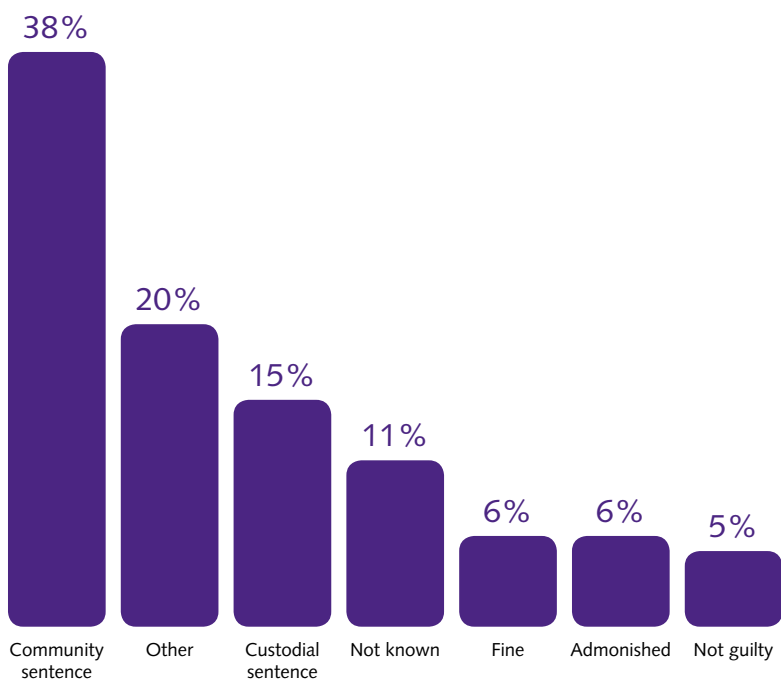


## BAIL

Sacro's Bail Supervision Services work to prevent unnecessary custodial remands and re-offending on bail by providing supervision and monitoring, accommodation and support. These services aim to provide courts with an effective alternative to remand, allowing the accused to remain in the community. As well as reducing remands, the services provide an opportunity for this client group to be 'signposted' to other agencies who may assist them. This could include onward referral to substance misuse agencies, housing support and assistance. Having access to other services, at an early stage, is an important contribution to reducing reoffending.

The Bail Supervision, Bail Curfew and Bail Accommodation Services received a total of 196 referrals in 2006/2007 and worked with a total of 235 service users during this period. **Of those who were placed and ended their time on Bail Supervision or Bail Curfew during the year, 66% complied with their bail conditions, 20% were breached, 11% were remanded for another alleged offence and 3% had other outcomes.**

### BAIL SERVICES: KNOWN COURT OUTCOMES OF COMPLIANT REFERRALS



# T H A N K S

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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 its members for their continuing support.

Sacro gratefully acknowledges the financial support of the following organisations:

Aberdeen City Council  
Aberdeenshire Council  
Angus Council  
Argyll & Bute Council  
City of Edinburgh Council  
Clackmannanshire Council  
Communities Scotland  
Community Regeneration Fund  
Dumfries & Galloway Council  
Dundee City Council  
East Ayrshire Council  
East Dunbartonshire Council  
East Lothian Council  
East Renfrewshire Council  
Edinburgh Cyrenians  
Falkirk Council  
Fife Council  
Glasgow City Council  
Highland Council  
The Laidlaw Foundation  
Midlothian Council  
The Moray Council  
NHS (Alcohol & Drug Action Team)  
North Ayrshire Council  
North Lanarkshire Council  
Orkney Islands Council  
Perth & Kinross Council  
Perthshire Housing Association  
The Scottish Executive  
South Ayrshire Council  
South Lanarkshire Council  
Stirling Council  
West Dunbartonshire Council  
West Lothian Council

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Full company accounts are available on request

Sacro is a company limited by guarantee.  
Company registration No. SC86651.  
Recognised charity No. SC016293.

Sacro ref: NAT/116  
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ISBN 978-1-900539-55-5  
ISBN 1 900539 55 1

