



Community Justice Scotland

The Caledonian System Programme
Interim Review

Report

March 2021

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1. Introduction and objectives

1.1 The Caledonian System

The Caledonian System is an accredited intervention system consisting of a programme delivered to men in Scotland who have been convicted of domestic abuse offences, as well as services for women and children who have been victims of domestic abuse. The programme is two years long and is provided via court order to men convicted of domestic abuse. Participants receive specific rehabilitation services aimed at addressing the issues associated with their behaviour. It is an integrated approach to addressing domestic abuse as it also offers support services and safety planning to partners, ex-partners and children of those convicted.

The men's programme consists of four key stages: assessment; pre-group stage; group stage; and maintenance stage. Once assessed and agreement has been made that the man is a suitable candidate to be referred to the programme then their case worker starts the programme with one-to-one sessions (pre-group stage). This is followed by a group stage where group workers take the men through various exercises and discussions as part of a group. This stage consists of five modules that run continually throughout the year.

The COVID-19 pandemic and the lockdown restrictions had a very significant impact on delivery of all aspects of the Caledonian system, particularly the men's programme. In all areas group work was suspended and only very limited face to face contact was possible. The Caledonian central team issued guidance on how to prioritise high risk cases and also guidance on what work could safely be undertaken with men over the phone. This work focused on immediate risk reduction and safety planning rather than programmed work aimed at attitude or long term behavior change. The central team wrote and submitted for accreditation a 1:1 version of the programme which was available from September with a programme of training delivered between October and December 2020. This meant that as face-to-face work became more possible programmed work was able to resume. Some local authorities were also able to gradually resume some limited group work delivery.

The women's service provides emotional support, safety planning and practical help, rather than the women working through a staged programme. This is a voluntary service offered to the women.

There is also a children's service which is used to ensure that children's rights and needs are taken into consideration.

The system is currently delivered across 19 local authority areas in Scotland. The Scottish Government continues to explore options to increase access to domestic abuse perpetrator programmes. This includes a further roll out of the Caledonian System.

A previous evaluation of the Caledonian System was carried out in 2016¹. The aim of this evaluation was to examine if the system was meeting SAPOR's design standards. The report made a number of recommendations for improvement in delivery in advance of the accreditation being provided in 2017.

¹ <https://www.ipsos.com/ipsos-mori/en-uk/evaluation-caledonian-system-domestic-abuse-intervention-2016>

Community Justice Scotland, alongside the Scottish Government, requested an updated interim review of the Caledonian System in order to support any further funding decisions and identify any further improvements required prior to any potential future roll-out of the programme.

1.2 The objectives

The overarching objective was to conduct an interim review of the Caledonian System, specifically the men's programme and the support services provided to the women. The review was required to provide an in-depth understanding of participants' and partners' experiences of the Caledonian System programme and to provide insights into individual experiences to inform understanding of how people engage with the programme. More specifically, the review was to address the following:

Men's programme

1. Establish if participants (men's programme) are satisfied with:
 - Communication
 - Assessment
 - Group and individual meetings
 - Reviews carried out
 - Impact of programme on self/partner and child (if applicable)
2. Determine what were the most/least useful aspects of the men's programme for participants
3. Understand the impact the men's programme has had on participants' understanding of domestic abuse
4. Explore ways in which the programme could be improved

Women's support services

5. Establish if partners (women) are satisfied with the level of:
 - Communication
 - The outcome so far
 - Support provided by the women's support services
 - Impact of the men's programme on the person who has abused
 - Impact of the women's programme on self and child (if applicable)
6. Explore ways in which the programme could be improved for women

Staff

7. Determine if data is being collected as intended by staff
8. Establish if any improvements could be made to the data gathering process
9. Establish if any improvements could be made to worker training
10. Determine if there are any suggested improvements on the process e.g. timings, activities
11. Determine any local variations where possible

Monitoring data

Provide information on the following, where possible:

12. Number of referrals
13. Number of men and women who have taken up the programme
14. Number of men and women who completed the programme
15. Attrition levels

2. Method

2.1 Approach and sample

A mixed method was adopted. Progressive conducted qualitative research with participants of the men's programme, partners of the men and Caledonian System staff alongside the analysis of quantitative data provided by Community Justice Scotland (monitoring data collected by staff members at different stages of the programme). The analysis of the monitoring data focussed on examining the participation and attrition rates as well as key outcome measures. The qualitative interviews focussed on more in-depth views of the delivery of the programme, the support provided and the impact it has had.

Progressive conducted the following in-depth interviews:

- 17 men who are currently participating in the programme
- 13 women who are partners or ex-partners of programme participants
- 9 Caledonian System staff members (3 women's workers, 3 men's case workers, 1 group facilitator, 1 operational manager and 1 central team).

The in-depth interviews lasted up to 45 minutes for the men and women and on average around an hour for the staff. The fieldwork took place between the 9th of February and the 15th of March 2021. All interviews were conducted by senior members of Progressive's executive team. Topic guides, agreed with Community Justice Scotland and Scottish Government, were used to guide the discussions with each audience and ensure all key topics were covered (Appendix A). All discussions were recorded where permission was granted, transcribed and summarised into key topics using a thematic framework.

Five areas were covered in the review: Aberdeen City; Dumfries and Galloway; Fife; Glasgow; and South Lanarkshire. Community Justice Scotland chose these areas to be included to give a mix of local authority areas that were involved in the first roll-out of the programme as well as the later roll-out and to provide a mix of urban and rural areas and models of delivery. They provided the opportunity to review the processes around referral, assessment and service provision for men and women and also provide some initial indications as to the impact of the Caledonian System as a whole on women and men's lives.

2.2 Ethics and recruitment

Community Justice Scotland assisted with the recruitment of the review participants. Each of the five areas were approached by Community Justice Scotland and asked to participate in the review. An outline of the approach that would be adopted, the purpose of the review and what was required was provided. Each area was also asked if the project would need to be passed by their ethics committee before proceeding. This was not required. All areas approached granted permission for the review to take place in their area.

Programme workers were asked to explain the review to programme participants and women, ask for their involvement and gain permission to pass on their details to Progressive. The contacts passed on

to Progressive were generated randomly from the database of programme participants. Progressive was provided with a sample of men from each area to recruit from. To ensure the women's safety a slightly different approach was adopted for them. Women's workers passed over contact details as well as a preferred date and time for the discussion to take place so the woman would be expecting the call and prepared for it. This was to ensure the women could take the call in private and in a safe place if needed. This did result in fewer women participating, as the additional recruitment process did extend the recruitment period.

2.3 Challenges and limitations

This section outlines the challenges experienced when conducting this evaluation. At times, these place limitations on the conclusions that could be drawn. This should be borne in mind when reading this report.

Over-recruiting and drop-out rates

Due to the topic under discussion and the chaotic lifestyles that some of the potential respondents have, it was expected that some respondents would drop out of the project after agreeing to participate. However, the drop-out rate was much higher than anticipated with 27 men recruited to achieve 17 completed interviews.

The women's safety was paramount at all stages of the review. Recruiting the women was challenging as there was a need to ensure calls were made at a time participants were comfortable with and this therefore had to be booked in advance via the women's worker. This added an extra layer of recruitment and meant that if the woman did not answer it was then difficult to follow-up on the call and a replacement was needed.

Limited number of areas covered

Timings and budget did not allow for all regional areas, all staff and all programme participants to be given the opportunity to be interviewed. There may be further variations in other local authority areas in the delivery of the Caledonian System, views on the programme and outcomes that have not been captured in this review.

Engaged respondents

There is a possibility that those that participated in the review may be more engaged with the Caledonian System than those who did not want to take part. Progressive had no means of directly contacting the men or women without the assistance of Community Justice Scotland and therefore were reliant on the programme workers providing a good mix of programme participants. A wide range of views and experiences were captured, but almost all respondents were still engaged in the programme and therefore views of those who had dropped out of the programme have not been captured as part of this review.

Gaps in monitoring data

Reports produced from the monitoring data was provided to the project team. There was a large number of records provided, but there were some gaps in the data. The sample sizes for different questions and sections varied and therefore it was not possible to carry out accurate significance

testing on the data. The conclusions drawn from the monitoring data are based on the records provided; however, it may be that the results would differ once all data from all areas is provided.

2.4 Report structure

The focus of this review was the men's programme and the support services provided to women. The report has been structured to provide the findings from each of the audiences separately. A review of the monitoring data has also been provided in a separate chapter. The remainder of this report is structured as follows:

- Chapter 3 explores the men's expectations and engagement with the programme and their views on the different stages of the men's programme and the impact it has had.
- Chapter 4 explores the women's expectations and engagement with the women's support services and the impact this has had on their lives.
- Chapter 5 reports on the staff's perspective of the programme and suggested areas for development.
- Chapter 6 reports on the monitoring data collected.
- Chapter 7 summarises recommendations for improvement of the Caledonian System from all audiences.

Due to the small sample sizes involved and the methods of respondent selection, qualitative research findings do not provide statistically robust data. However, this type of research does facilitate valid and extremely valuable insight and understanding. Views expressed can't be generalised beyond the sample interviewed. It is not possible to quantify the findings given the small number of interviews conducted; however, to give a sense of the strength of feeling from participants or when common themes were identified language such as 'some' or 'most' has been used when appropriate.

3. Men's programme

3.1 Expectations of Caledonian System Programme

Respondents were referred to the Caledonian Men's Programme as a result of a court order. They first heard of the programme via their court order and initial reactions to it were mixed and never positive. Reactions fell into broadly three camps of denial, acceptance and mystery.

Denial that it is appropriate. A significant cohort felt this was for "abusers", a category they would never place themselves in. This often came from the belief that abuse is physical violence, something not all were guilty of.

"Thought it was for domestic abusers. I've never hit a woman, I respect women, I was brought up right. I thought I was getting tagged with the same brush. Didn't feel very nice."

"I was confused as to why I was being involved in something described as domestic abuse. I assumed it was describing physical abuse".

Acceptance as an alternative to imprisonment. Some took a sanguine view that it was a good alternative to being locked up and something that they would just get through.

"Never heard about it before it was part of my sentence, community service order".

"Imposed by the court as an alternative to a custodial sentence".

"Was thinking it's going to be a long two years".

"It was either that or the jail, so you just get on with it".

Acceptance that something had to change. A minority realised their behaviour was not right and the situation they were in was not right. They had a sense that something had to change, but in the beginning they were not clear about what or how they needed to change.

"I knew the way I was behaving was not right and I've got kids with my ex and I was more focussed on seeing them than on what I had put her through. My sole focus was getting access to the kids and not on being accountable for my behaviour".

"I don't want any more troubles and issues so I just want to be done with the court order and get on with my life. I knew I had anger issues and I wanted this to help".

Mystery. Some participants were ill informed about the programme: a case in point is one respondent who was informed about it by his solicitor who explained it in reductionist and sexist terms.

"He told me it was something like understanding that male chimps always overpower female chimps and it's learning about that".

Understanding of the programme grew with the caseworker's explanation. Participants' responses were largely driven by the quality of explanation given by the caseworker. Many were confused about

it and remained firmly in the camp of it being inappropriate for them because they did not believe themselves to be domestic abusers. Many were nervous because it was entering territory that they had not been in before and the prospect of exploring emotions was a challenge.

3.2 Engagement with the Caledonian System Programme

Engagement with the programme

Engagement grew as participants became more comfortable with their caseworkers in the one-to-one sessions, with some encouraged to see the programme as an opportunity to expand and develop as people. Participants' levels of engagement with the programme varied. A few saw it as a real opportunity to change from within and manage their anger and understand the root causes of the problems they were facing. Many viewed it in a more perfunctory way as something they had to do, but it was not the worst thing to do and they hoped there may be some things of interest. A minority saw it as something to do, almost like recreation.

“Anxious talking about your past, but after a few sessions with case workers it encouraged me to get into talking and I felt more at home”.

None of the respondents interviewed had totally disengaged with the programme, but this is likely to be a reflection of the sample that was provided by the caseworkers as the men were selected randomly from those who were currently active in the programme. In addition, respondents who agreed to interview are more likely than those who refused to have a positive outlook on the programme.

The length of the programme concerned those who saw two years as a very long commitment. Others were concerned about it impacting on their everyday life and social events.

“The group sessions were a Thursday night and that was my football night. I have a season ticket. But I realised I needed to do it so gave up the football”.

Some were resentful of the programme because they claimed it stopped them from getting work; others found juggling the programme with work difficult and claimed it was not possible to hold onto their job and make every session. There was also some concern about having to tell their work why they needed time off.

Very few participants had stopped attending sessions – the vast majority of respondents were highly engaged with the programme once they had started. The reason given by the few who did miss a few sessions were work commitments. The further participants were into the programme, the more their engagement appeared to grow.

Understanding of the programme

Most men we interviewed did not understand where they were in the programme or how much longer they had to go with it. Very few could name any of the modules and none of the respondents had an overview of the programme and its modules. This was true of all interviewees, regardless of their ability to articulate ideas more generally. Some were unaware they had started the programme and referred to their caseworker as their social worker. They talked about the helpfulness of having chats with their social worker, not realising it was part of the programme.

3.3 One-to-one meetings with caseworker

Initial impressions

It was common for respondents to start with feelings of anxiety and not feeling they needed to be on the course, but then to grow more accepting as they learnt more about the course content. One of the initial realisations for many was that the course was there to help them develop and that it would benefit them in terms of keeping their families and having relationships again.

Positive aspects

The relationship with the caseworker is one of the most positive aspects of the programme and that is recognised from the start. The quality of caseworkers was recognised and they were often described as professional, helpful, informative and understanding. Feelings of anxiety about the programme often turned into enthusiasm for the next meeting with the caseworker.

A lot of men recognised the benefits of the one-to-one sessions in retrospect, and at the end of the programme when they recognised a difference in themselves.

Many liked the benefit of working one-to-one and thought of it as a counselling session and a time to think about issues that were otherwise ignored. For some this was more valuable than the group sessions.

“I liked that it was 1:1 so you did feel like you were getting the benefit – in groups there are a lot of people talking over each other and you can get lost. In 1:1 you can't get lost”.

Relationship with caseworker

The relationship with the caseworker is critical throughout the programme and all of the respondents we interviewed had positive relationships and described their caseworkers in complimentary terms.

The tone of the relationships appears to be set at a point where caseworkers are not too judgemental but are clear about expectations. Caseworkers are viewed by most men as flexible enough to accommodate occasional other commitments without tolerating a lack of commitment.

“I'd like to think that the relationship is professional and business like. Respectful and honest, we are able to have a discussion.”

Some respondents claimed not to like their caseworker to start with but found after time things improved. This appears to be as a result of the participant changing, either by grasping a better understanding of domestic violence or through feeling less damaged and defensive.

“To start with I didn't like her – found her very arrogant and cheeky and kept on implying that my crime was violent rather than verbal even though she had been told many times that I've never hit a woman”.

“At the start not so good, but now I realise everything he's done for me so very good – he's helped me massively – I was broken when I went to see him at the start and he knows I've changed”.

For those that differentiate between caseworkers and social workers, caseworkers were compared favourably to other social workers who were often viewed as being “out to get you”.

3.4 Achievements from one-to-one sessions

The achievements identified below are qualitative reflections of experiences described by the men interviewed but do not capture all achievements.

Understanding abuse. It was after a few sessions that participants said that they started to realise what abuse was and that their behaviour was not acceptable. This was a ‘lightbulb moment’ for many. Some were driven to examine their own childhoods and understand themselves better. Most were motivated to change their behaviour.

“I didn’t understand the emotional trauma that was caused by me – it’s been a learning experience and made me a better person”.

“I now understand the impact of my actions and how they affect others as well”

“If you lift your hands you don’t deserve anything!”

“I have a better understanding of mental abuse – you know saying stuff to the wife, I didn’t think it was abuse”

“I thought domestic abuse was just battering a woman not mental abuse so understand that now!”

Managing anger. Most of the men interviewed reported that this was the first time they had examined their emotions and talked about them and some mentioned that it helped them understand their anger better. For some it went back to childhood and unlocking what had happened to them as children – this was challenging and painful for those who talked about it. For others it was about understanding trigger points for anger and learning how to step back and calm down.

Some of those interviewed were in the 1:1 stage and had not attended the group discussions, but had still clearly had a realisation about their anger issues and understanding these issues at this stage.

“The way she’s made me think about my outlook on things and how to approach things differently. Before that I was a right fiery person who would blow off the handle”.

The iceberg analogy, one of the exercises provided, was mentioned by a few respondents who claimed it was easy to understand and had helped them understand the underlying issues behind their behaviours.

Understanding impact. Understanding the impact of their behaviour from another perspective was also a ‘lightbulb moment’ for a few, who had not until that point in time considered how they make others feel. For some this was seeing things from a woman’s or a child’s point of view.

Improved wellbeing. Many reported being sober since embarking on the Caledonian Programme and they attributed their continued sobriety (free of drink as well as drugs) to the support of their caseworker, drawing up a personal plan and the group sessions. Others reported a better state of

mental health and generally feeling better within themselves. This was attributed to opening up and discussing emotions.

Improved relationships. A few reported improvements in the relationships they had with their partners, children and other family members. This was attributed to their ability to control their anger and reflect on their behaviours. One reported gaining access to his children again which for him was life changing.

Challenges

The biggest challenge for most was being on a course for domestic abuse – it was a big hurdle for some to accept the justness of this. Some did not accept it and maintained that they should never have been put on it in the first place. This was also true of one respondent who was embarking on the programme for the second time.

Some found the psychometric test hard to complete and commented that it was much Americanised with the phrasing of the questions and types of questions asked.

Many found the process intense and very challenging. Going back to childhood and memory of poor upbringing was a challenge for some. Discussing emotions was hard, and for many it was the first experience of doing so.

“Initial assessment was quite intense, made you think a lot. I was not happy at first, once it was over, the groups were fine. Going through your past, family was a lot as I didn’t have a great upbringing with my father. It brought back some memories. Found it quite mind-boggling”.

Some did not agree with the assertion made from their caseworker that men were in powerful positions, as this was not their perception of their own state. A few found the experience deeply shaming and did not want to be reminded of it for two years.

“I felt shame when I was in the police cell. I don’t want to feel shame any more”.

“It’s a good thing but needs looked at for the detrimental effects on men – it shames them – continue to go back to feelings that don’t want to feel – made to feel that they are monsters”.

3.5 Group sessions

Respondents were very complimentary about the group sessions and how they had helped them. One reported feeling ‘gutted’ when they stopped. All valued the face-to-face interactions, and lockdown had a negative impact when group sessions were closed during the Coronavirus pandemic. Those who were returning to group sessions were appreciative of the face time and the interactive dynamic that it brings.

It allowed men to hear other men’s stories and situations. A few commented that there are men in the sessions who are clearly remorseful and want to change; there are reportedly others who are doing time and have no remorse or desire to change.

The preparation for taking part in group sessions was very important and caseworkers are critical to the process.

"I was anxious about going to groups. I thought it would be a lot of wife beaters. It was nothing like that at all and as soon as I got to the group I realised it was actually quite good".

Respondents did not report on any particular modules but referred to the group session as a continuous event. A few were continuing with group sessions but many were reporting on sessions they had attended pre-lockdown.

All of the achievements made in the one-to-one sessions were built on and embedded in the group sessions, including:

- Understanding abuse
- Managing anger
- Understanding impact
- Improved wellbeing
- Improved relationships.

The idea of taking part in group discussions made many feel very anxious. There is fear about being judged as a bad person and fear of being put with people who are hardened criminals who are 'wife beaters'. There is also a big fear of opening up emotionally. The very idea of talking openly to strangers about experiences and emotions was daunting to most. Group sessions were described as well organised and professionally run with moderators who made people feel calm and at ease.

"Nervous and didn't know what to expect. Going to group work, was the nervous part. The workers were really good though and felt at ease once they spoke to you".

"Opening up about myself... at the start was a bit uncomfortable... as soon as you hear other people talk about their stuff, get to know them a bit better as well, it eases... don't feel like you're in a judgemental environment".

"I don't want to be confessing to a bunch of strangers".

"Start with a calm down session, basically like meditation so you can focus on the group more. They go round the room and ask us about the week".

Many of the fears were dispelled and those who attended the meetings felt they had benefitted greatly from them. The interactive dynamic with other men was reported as being really beneficial. Sharing stories with men who had different but similar stories was reported as being very insightful. Hearing other people's perspective was challenging and thought provoking for many. The group work often led to having a new perspective and gaining a realisation of not being alone and that people can change. Reports from other men about how they used to see and experience things was hugely beneficial as it demonstrated the possibility of change. Being with other people in a similar situation bolstered some and jolted them out of feeling sorry for themselves and encouraged them to embrace a programme of change.

"It was an eye-opener to talk about stress, anxiety, feelings and emotions. Was enlightening to talk freely about such things".

"Works because the guys build a support network within each other as well. I didn't think I'd be able to trust everyone, but after the first group or two, 2 men were sharing stories and if they're sharing you've got to share as well – get to support one another".

3.7 Maintenance stage

Very few interviewees had reached this stage. It was largely seen as a continuation of the relationship formed with the caseworker. Those who had reached this stage value it and treated it as a check that they were on the right track and doing the right things, building on and maintaining the behaviours learnt throughout the life of the programme.

“There’s a bit of relief there to be honest – cos it’s been a long difficult road especially way at the start but I know it’s benefitted me and I know it’s going to benefit me in a future relationship as well – even with friends and family – it makes you think so much about the way you behave”.

Respondents were asked whether at the point of maintenance they had reached all they had hoped for. However, for many the question was not relevant because they did not understand their behaviours at the start, neither did they understand the programme and what it could offer them. Some could see from their personal plan that they had changed and their situations had improved for the better.

This was a point of reflection and reviewing all they had learnt. These participants valued the ability to keep in touch with their caseworker, and to be able to contact them if they felt their behaviours or circumstances deteriorating. The frequency of contact at this stage is based on the level of risk and therefore not the men’s choice, however for those that reached this stage, monthly contact was felt to be sufficient.

3.8 Perceived impact on men

The evidence from this review indicates that the majority of participants have experienced a change in outlook and a much better understanding of their behaviours. These changes are not tied to completion of the programme but are evident at different points of participation.

Many started with a view that their behaviour was not domestic abuse. Many firmly believed that abuse can only be categorised as such if physical abuse has taken place. Many failed to understand the impact of their behaviour. Lack of anger management was evident. The programme led to an emotional awakening for many and gave them the tools to discuss and understand their emotions better. It gave many a different perspective on behaviour and enabled them to understand their behaviours from a woman’s point of view.

The quotes below illustrate the strength of feeling participants have and give insights into the quality of change they have experienced.

“I’ve become a better person and I’m more understanding toward my behaviour and the way it’s experienced by others and how I can make other people feel”.

“It’s been a long emotional 2 years but I still do honestly feel I’m walking out a better person”.

“I’ve learnt a lot more about myself so I know now if I’m being safe in a relationship and when I’m not”.

“Total outlook, how to react in a different manner, stop being negative and be positive, just because you’re in a bad point in your life doesn’t mean it’s actually going to be for the rest of your life, always a way to make things better”.

“Going to the group thing. I go to meet new people and learn different things”.

“Learnt the different ways.....thought domestic abuse was just battering a woman. I got a better understanding of the mental abuse. It opened my eyes”.

“Never sat and looked in depth at myself. One subject that we spoke about was different parts of my make-up. There’s eight different parts of me. There’s a spiritual side to me, emotional side to me, physical side to me, health side to me etc. etc. and all of these parts need to work together”.

“Changed a lot. I talk to people now instead of bottling everything all up”.

“It’s not the group that changes the behaviour, it’s yourself – the group makes you realise you need to and then you make the change yourself”.

“The understanding I’ve got now is completely different from what I believed then – my view on everything has changed. I’m still confused about how to have an argument safely – never seen an argument where people are not angry. I always thought domestic violence was wrong but didn’t understand that verbal was a crime. I didn’t realise I was causing fear and alarm which is not acceptable. I’m a million percent changed”.

“Opened my eyes to a woman’s perspective. I forgot women are not the same as men. They are more open about emotions. Seeing it from a woman’s perspective – that’s when I realised I’d done wrong – not in court, not till I saw it from a woman’s perspective”.

“This is just the start for me cos I’m going to be seeing my kids and there will be some sort of contact with my ex – so I need to make sure I behave appropriately – and I know I will, that’s the thing – I’m so remorseful and there’s nothing I can do to make it up”.

The major impact on those who had completed the programme was one of improved relationships and being able to get on with their life in a peaceful way.

3.9 Satisfaction with Caledonian System Programme

Levels of satisfaction were very high. It was common for men to say they cannot say a bad word about it. The very high levels of satisfaction were driven by the excellent relationships that caseworkers had forged as well as the different elements of learning.

“If anybody’s looking for advice and that I would highly recommend my case worker cos she’s done a lot for me”.

“10 out of 10 apart from the 1:1 blame and shame”.

Communication was reported as being good. Most relied on mobile phone communication, and reported that caseworkers always returned texts or calls and did not make participants feel restricted in when they could call.

3.10 Suggested developments

Introduction to the Programme is critical if first impressions are to pave the way for full engagement at a later stage. Ensuring the men fully understand the purpose of the programme and what is expected of them at the initial stages is needed and is an area that could be improved upon. A reminder of this could be given during the first few sessions so the men have a little longer to take the information on board.

There is a desire for the face-to-face sessions to resume as the interactive dynamic has been missed by many.

One point to come through was a request for the group moderators to accept that partners are part of the interactive dynamic that can lead to unrest.

“When I brought up concerns about my partner, they were quickly dismissed. I was the bad guy and my partner was constantly defended, as I say I’m still with my partner. She’s no angel but anything I say to that effect was quickly shot down. That’s a big problem as they don’t know circumstance”.

Another point of development was that one-to-one sessions do not go as deep into the causes and resolutions to negative behaviours in the same way that counselling can and that it should have a mental health element to it. For some they were happy that it was not as intrusive as counselling services. Some felt there was an over emphasis on mindfulness and calm breathing at the groups sessions.

“Caledonian looks back when you're 16 years old, compared to private therapy went back to when trouble started at 9 years old”.

4. Women's support service

4.1 Expectations of Caledonian System women's service

In total, 13 women were interviewed. A wide range of views and experiences were captured, but all women interviewed were still engaging with the support services and their women's worker and therefore views of those who had stopped engaging with the service have not been captured as part of this review.

The women first heard about the Caledonian System Programme either via the courts or Police Scotland. Women tended to be very sceptical and wary initially, as they had very little knowledge or understanding of the programme and what this meant for them and their partner/ex-partner with some feeling that it was an easy out for them.

"It is a bit of a cop out really".

"I felt like he had got off lightly".

These views were usually only held during the initial stages because they were not aware of what the perpetrator was going to be asked to do or what help and support they could get from the programme. Upon being assigned a women's worker most women started to feel more positive about the programme in general, particularly because it was a two year programme. However, some were still sceptical about it being able to change their ex-partner and questioned their ex-partner's commitment to the programme.

"Very wary, wasn't sure about it... rehabilitate him... very wary as he is very controlling".

"I think he will just go through the motions to tick the box".

When the support service was first introduced to the women, some said that they were not in the right frame of mind to take in any information or consider talking to someone about the incident(s). Very few could recall what they were told about the programme when they were first introduced to it. It was only when the women's workers continued to meet or call them that the information was taken on board.

For some it took quite some time before they accepted the offer of support. It was clear from the discussions that the women's workers would check in on the women on a continual basis, even when the support has previously been turned down. This was extremely important and valuable as the women know the women's workers will check in, they don't feel pressurised, and know the worker is there if and when they are ready.

Initially there were very few expectations about what they could achieve from the service because they had very little knowledge and understanding. Once they were armed with more information they felt that it would help them: move on with their life; be able to have other relationships; feel safer; build confidence; and have someone to talk to or listen. They also hoped it would improve their partner/ex partner's behaviour and make him realise what he had done, but not all felt this would be achieved.

4.2 Engagement with the Caledonian System women's service

It was obvious from these interviews that the support sessions were led by the women – it was on their terms, they did not feel pressurised to accept the support but were aware that it was there when needed. All women spoke very highly of their women's worker and were very positive about the relationship they had built up with their worker. The rapport that had been built over time allowed them to open up when they had not been comfortable doing so before, and allowed them to be comfortable talking about the incident or other aspects of their relationship. The relationship with the women's worker is extremely important to the success of the service provided for the women.

"Oh she was, she was definitely brilliant".

"I just want to thank her so much for everything she has done for me, she has changed my life completely".

"She is just amazing!"

As the service was led by the women, the frequency of meetings and telephone calls varied. Some started weekly and then moved to fortnightly and then less frequently over time. Others just called their women's worker when they felt they needed it but the women's worker would still check in from time to time.

"Some weeks I phone her three, four times".

There were occasions when women stopped contact with their women's worker. In one particular case this was because the woman had returned to her relationship with her ex-partner and was experiencing high levels of control within the relationship. The women's worker did get back in touch with the woman when they were made aware of a further incident and the woman is now accepting support from the system. This gentle persistence from the women's workers is important for those women who do not feel comfortable proactively getting in touch.

Most of the women did not know much about their partner/ex-partner's engagement in the programme. It is understood that very limited information can be passed on for confidentiality reasons. Some women did not care to know anything at all and wanted to move on, while others were interested to know at the very least if he was engaging with the programme. Some, but not all, were informed of this.

There were also inconsistencies regarding the involvement of the men's worker at the initial stage of the programme. Some women met their partner/ex-partner's case worker alongside their women's worker and discussed the incident, the type of person the man was, how he behaves and reacts to things etc. Others discussed this with their own women's worker and they passed the information on. The women who did this felt this was useful, as it allowed them to provide what they felt to be valuable information about the man to the case worker. It gave them a voice. For others, this did not happen.

There was a concern mentioned by a couple of women about what happens when the man completes the programme.

"I worry he's not going to take this on board. What if he walks away from it? I feel like there might be issues after he is released from the programme... him thinking I don't have to go there so I can go near her".

Overall, engagement with the programme by the woman was in the main positive. The current system, whereby it is being led by the needs of the women and flexible in nature, is working well.

4.3 Current support provided

There were three different types of support mentioned: practical support; emotional support; and information. All were incredibly valuable to the women.

Practical support came in the form of ensuring their home was safe e.g. locks and doors, providing a panic alarm to ensure they personally felt safe, and signposting or helping them to contact other support services, particularly housing services. This support was felt to be extremely useful, particularly the housing support.

Emotional support provided allowed the women to talk freely and open up more than they have previously and have someone to listen to them.

The information given helped the women understand different types of abuse, and that they were not to blame for the person's behaviour. This was found to be very useful information to the women.

There are no set tasks or exercises for the women but women's workers are provided with tools and exercises that can be used if felt appropriate. When asked about specific tasks or exercises, very few were recalled or cited. It is not clear whether this was because none were used or the women could just not recall them. A couple of exercises were mentioned, including completing a table of things to look out for in new relationships and information sheets on different types of mental and physical abuse.

The support provided to a woman from the BAME community was deemed positive. It was felt that other support services for the BAME community were hard to reach, oversubscribed or at times over rated.

Overall, the different types of support provided have been invaluable to the women. There is a need for all three types of support to continue.

4.4 Perceived impact on women

The impact of the services provided on women was, on the whole, a positive one. Each case and circumstance is individual and therefore women experienced positive impacts in many different ways. This took the form of feeling safer than they had been, building self-confidence, improving their mental health, changing their attitude towards domestic abuse, improving their knowledge of domestic abuse and allowing them to move forward with their lives through assisting with moving house, finding accommodation, family support and health related issues.

Safety planning

One of the main objectives of the Caledonian System Programme is to increase the safety of women and children by working directly with abusive men. On the whole, women stated that they did feel safer since engaging with the programme. Some felt the safety planning measures were very useful e.g. changing locks, locks on their letterbox, providing personal alarms and being provided with the Hollie Guard App and number.

Not all women took up the offer of safety planning and it was not clear whether the women were not offered it, could not recall being offered, or could not recall being offered it and turning it down at the time. Again, this is further evidence to support the need for women's workers to continually remind the women of the different support mechanisms in place at different times of the programme in case the women change their mind.

The men's involvement in the programme did not always directly result in the women feeling safer, as previously mentioned, as not all women felt that their ex-partner would change. However, personally being involved in the programme, having the support of the women's worker and taking on board the safety planning measures described earlier has made women feel safer.

Emotional support

One of the key aspects of the programme that was highly praised was the emotional support provided by the women's workers. Almost all women stated that having someone to talk to or contact if they were ever feeling anxious, scared or upset was one of the most valuable aspects of the programme. They mentioned having someone external, from outside of their family, to speak to made a big difference to their situation.

"Having someone to speak to that understands what I am going through has been the best thing".

The relationship that is built up between the women's worker and the women is incredibly important. Many women described instances where they have found themselves bottling things up, being introverted, not being able to speak to anyone about what they have been experiencing or having nowhere to turn until they were offered the support from the women's workers.

"I overthink things in my head and then phone my case worker and when I talk it out it helps me see things straight and realise what I need to do".

"She never tells me what to do but guides me, gives advice and then leaves me to make my decision".

The emotional support has also helped women improve their own mental health. A few women stated that their mental health had suffered due to their situation. The women's workers were praised for helping with this indirectly with the support they offered.

"So she kind of helped me open up to her basically, and made sure my mental health was on track... Oh definitely 100% better, I'm eating better, I'm a lot happier".

"My life has been changed for the better, a new start in a new home and have seen improvements in my mental and physical health".

"I feel like it has benefitted my daughter too, her behaviour changed from being bad and wanting to hurt herself, to now being able to speak up at school and make friends".

"I would have been dead somewhere if it wasn't for them because I had no-one, I didn't have a soul on my side".

Attitudes and knowledge

For many women, being educated about domestic abuse and having a better understanding of what constitutes abuse has helped them. When asked about the most useful aspects of the programme, most mentioned it was a combination of everything, but a number of women highlighted that it was the realisation that it was not their fault that was most helpful. The women's workers provide them with the knowledge and information about the different types and signs of domestic abuse to help them understand this. This has been helpful to some of the women.

"Opened my eyes up. I knew abuse came in many different ways but only after you sit down and take stock. I got to that point myself but now talk about that together with my case worker. I am ready to move on".

"I have a better understanding of abuse and the effects of it, especially on children and respect for myself, can do a lot more than I thought".

"I realised I shouldn't be going through this. This is not my fault and I am not to blame!"

Having a better understanding of the signs to look out for also made the women feel better equipped for when they did feel comfortable exploring future relationships.

Relationships and building confidence

The discussions they had with their workers, alongside the tools and techniques discussed, did in turn build women's confidence. It allowed them to feel that they could move on and get their lives back on track.

The one area most women were still not comfortable with was moving on to a new relationship. They were positive about the work the women's workers had done in supporting them with this, understanding the signs to look out for and making them feel safe enough to consider it, but some were still not at a stage where they would feel comfortable doing so. However, they did feel supported and felt that they could contact their women's worker if they needed when the time arose.

"I know I can also get in contact for any additional help if I enter a relationship, for example".

"I worked on a kind of table thing which was to do with things to look out for in new relationships which I found useful".

"I was shown grids and how it all works, how to look for signs and to understand why I kept going back with ex-partner. It really made sense of how to overcome the issues from the past relationships".

Other aspects

The women's workers had to help and support the women with a variety of different aspects. The women praised their workers for not just providing emotional support and safety planning but also helping them with other things such as signposting them to other agencies and support services e.g. housing support, family support, children's health services or actually helping them get in contact with these services.

Housing in particular was a big issue for many. Being able to find safe accommodation was considered a lifeline for some women, many of whom stated it wouldn't have been possible without their women's worker.

"The case worker was brilliant. I was able to avoid any inconvenience with my ex-partner being released from jail on the same day as the move in date. I was initially scared to move, but she helped make it happen and was brilliant".

Other support provided helped women with eating disorders, anxiety, suicidal thoughts and children's behavioural issues – all aspects that the women believe would have not had such a positive outcome if it wasn't for the support provided by the women's workers.

Overall, the programme has had a very positive impact on women's lives. Findings suggest that some women rely heavily on their women's worker. All women included in the review were still in the programme and receiving support, so the report does not cover the transition period from completing the programme and the women moving on without this support. There is a possibility that some women's reliance on their worker will make it difficult for them to move on after exiting the programme. Further research may be needed at this stage.

4.5 Satisfaction with Caledonian System women's service

High levels of satisfaction with the Caledonian System was expressed by the women. They were satisfied with the support provided by the women's workers, the relationship they have built and what they have personally achieved.

They were also satisfied with the communication of the programme; however, there were suggestions that this could be improved at the initial stages of the programme when the women are going through quite a traumatic and intense time. They didn't always take all the information on board first time.

During the early stages there was also uncertainty around accepting help, but as previously reported, once the women's workers met with them a few times and explained everything to them they were happy with the level of communication.

"She is there whenever I need her – I can call her anytime".

Overall, the women were extremely positive about the service and the impact it has had on their lives personally.

"Aye definitely a ten out ten, aye because my daughter's a lot happier now as well".

"Very efficient, very supportive... a service that is really needed... especially with COVID, domestic abuse behind closed doors".

"Brilliant service. It keeps the men in check, have to go to the meetings every week and there will be consequences if they don't. Keeps them in check for two years and they don't have a choice. Think it's great".

"You get some people who go to work just to work but you felt like she liked her job".

“Amazing – I felt like she went out of her way to help me!”

“If you’re going through a domestic abuse situation it’s an imperative service to link in with and they could save your life”.

“It’s not a service to be scared of, a service to join hands with”.

“She saved my life – guided me the right way in life and helped me see a light at the end of the tunnel. Made me realise there are nice people in this world and not everyone is against you”.

Some women were concerned about the success of the men’s programme. They felt that the programme sounded good and could possibly help some men change their behaviour, but did not feel that their ex-partner was capable of making the change.

4.6 Suggested developments

Very few improvements were suggested for the women’s service. Most felt that everything worked well and all aspects of support provided were extremely useful.

The findings illustrate the importance of the women’s worker engaging with the women at a critical time when they need it and are in the right place to accept it; it is therefore crucial that the women’s workers continue to persevere with those women who do not initially accept support. A few women who had initially turned down the support found it very helpful that the worker checked in on them from time to time until they were ready to talk.

As previously reported there are inconsistencies when liaising with both the men and women’s workers when women are first introduced to the programme. This is built into the operating standards but is not being followed in all areas. It is known from staff that resource is a common issue across many areas and may be the reason for this not always happening.

Most women were wary or sceptical of the programme initially. For some this eased once they discussed the programme in more detail with their women’s worker. However, they did take quite a bit of time to fully understand what the programme was, what it meant for their partner/ex-partner, and what it meant for them and their children. Possibly a refresher on the process and what it means could be done over the course of the first few visits just to ensure that the woman fully understands the programme. As previously mentioned, they are not always in the best headspace when first entering the programme so a continual reminder might help them take it on board when they feel they can.

Reviewing the experiences of the BAME community was not within the remit of this project, however, one respondent from the BAME community felt that more could be done to provide specialist support to her. She was extremely positive about the help she received but felt it may be more beneficial for others if the women’s worker understood the cultural differences and other aspects of her life.

5. Staff perspective

5.1 Achieving the aims and objectives of the Caledonian System

The staff are real advocates of the Caledonian System and are very positive about the programme as a whole, particularly since the women's and children's service have been accredited as well.

"Since it has been accredited it has added more value and weight to it".

Staff are in agreement that the Caledonian System achieves the aims and objectives set out in the programme manual. The overarching aim is to increase the safety of women and children through working directly with the man and addressing his behaviour. There is acceptance that behaviour change is not always achieved due to individual circumstances, lack of motivation or desire to change. It is noted that this is usually the minority of cases, as the initial assessment stage is very thorough and the men that are allocated to the programme are assessed and tend to have a motivation to change to some extent. For women, some do not want to be involved.

"Does its best to meet the aims. Women sometimes decide they don't want the service".

"When the men comply and it all comes together the women feel a lot safer. It promotes a better life for those affected".

"Sometimes women are not happy with the outcome and would prefer he got prison but we discuss it and they do come round to the idea".

The findings illustrate the importance of the men's case workers, the group workers and the women's workers in the success of delivering the programme. The tools provided are needed but the rapport and trust that is built between a case worker and the men or women plays a vital part in achieving the aims and objectives of the programme.

5.2 Training

Generally, the training provided for the accredited programme was positively received. It was found to be informative and the knowledge and experience brought by the trainers was extremely valuable. There was a sense that the central team were very approachable and open, and there if staff needed to check anything over and above the training they completed. There were mixed views on its depth. It was viewed as being a bit limited for some, or considered a good introduction to the programme, whereas others found it very comprehensive.

"Training was excellent. Liked the knowledge and experience brought to it, showed how the programme has evolved and developed".

"There was a lot of information to take in. The trainers were excellent! They crammed a lot in".

"It was fine as an introduction to it all".

"A little limited".

It is understood that all Caledonian women's workers are provided with the opportunity to gain qualifications such as Independent Domestic Abuse Advocates (IDAA) as part of their training. It was suggested by one staff member that these sessions would be useful to build into the Caledonian System training programme, therefore suggesting that they were not aware that it already was or they had forgotten this information.

As most had done the training quite a few years ago, it was felt that refresher training would be of great value, particularly as COVID-19 has limited the amount of Caledonian System cases that some case workers have been able to work on since they completed the training. This was particularly the case for some of the more rural areas. It was appreciated that resource, budgets and time restrict the amount of training that can be provided.

"Ongoing training would be helpful, to keep up to speed with new developments. Sharing our resources and tools".

The group work training provided was viewed positively. The training provided on the tools, materials and theories were well received but some improvements were suggested. It was suggested that more training could be done on actually organising and delivering a group session successfully e.g. keeping participants engaged, what makes a good facilitator, not just delivering 'talk and chalk' exercises.

Trauma informed training was run as a pilot for women's workers and this was thought to be a useful training session. There was a suggestion to roll this out further.

5.3 Men's programme

Programme manuals and delivery

The manuals ensure workers adhere to the accredited standards. Case workers were, on the whole, positive about the tools they were provided with. The men's programme manual was considered a useful tool that helps provide the structure to the programme. It was found easy to navigate and provides the workers with a focus.

"The information provided is excellent. Provides information on how to deliver the programme and focuses practice".

"I found it very easy to navigate and use".

Some use the programme manual as intended, whereas others use it more as a guide. As all cases differ, case workers felt that some of the exercises and guidance in the manual needed to be tailored to meet the individual needs of the man they were working with. At times, case workers had to find their own way to explain an exercise as the explanation in the manual was not easily understood. This tended to be case workers who were very experienced and could draw from their own experience. Experienced case workers have also built up a bank of their own exercises and tools, and some have had to use these at times if a particular exercise has not been working with an individual participant.

There was one suggestion that the manual was a little wordy and could be simplified more than it previously has been.

A minority spontaneously mentioned the knowledge hub and stated that they liked using it and found it useful for sharing ideas.

There were mixed views on the assessment tool used for the men. Some felt that it was a very useful tool in determining men's behaviour, whereas others felt it was too long and complex and for one respondent there was concern it does not help assess high risk of the perpetrator.

1:1 Pre-group stage

The pre-group stage was considered a very effective and important stage of the programme. It was considered essential to prepare the individual for the group sessions.

There were differences in how this stage was being delivered. Some of the larger, urban areas have a dedicated Caledonian System Programme team that work across all stages of the programme from pre-group to maintenance, whereas smaller, more rural areas have to rely on social workers or case managers who do not solely have a remit for Caledonian System cases. The disadvantages of this structure is the lack of control over the pre-group case work in terms of timings and delivery. The social workers or case managers have a number of other cases that they are working on so there is a lack of time to focus on the Caledonian System cases.

In areas where a dedicated Caledonian System team is in place, the staff were extremely positive about the process and delivery. They cited many benefits to operating as one team such as ease of information sharing, ability to check in on progress made at each stage and the focus being solely on the programme's objectives.

For some group workers, there was a perception that the level of preparedness for the group stage was highly dependent on the case worker the individual had at the pre-group stage. This further supports the need for more refresher training for both the pre-group case workers and the group workers.

Group stage

This stage tended to have a core team specific to the Caledonian System delivering it across all locations included in the review. This was considered the stage where staff would witness the most significant degree of change in the men. The interactive dynamic achieved through a group discussion was thought to allow the men to be more open and honest with themselves. It provides the opportunity for men to challenge each other's views which was considered to be more successful than having a case worker do this.

"The dynamic of men hearing from other men, or having their views challenged by other men, which is surprising for some of them.....you can start to see real movement and change in attitudes".

"The group work – you see the biggest change here! Working with other men who have had similar experiences and listening to peers rather than professionals. They reflect more".

Some men contribute more than others, but on the whole, staff felt that men were engaged at this stage. There was some reluctance and nervousness initially as previously reported in the men's section of the report, but after the first few sessions, staff reported that the men settle in well to this stage.

The most successful module mentioned was the Children and Fathering module. Staff felt that this module really helps the men consider the impact their behaviour has had on their children in a way that they have never done before.

“The fathering module is really powerful and a real hook for change”.

“There is proper light bulb moments especially during the Children and Fathering module where the man hadn’t considered the impact it was having on their children”.

The delivery of this stage face-to-face is a real strength and what makes it so successful. COVID-19 has impacted on this across the country and the online one-to-one versions were considered a good substitute but there is a desire to return to face-to-face group sessions as soon as it is safe to do so. Running groups face-to-face that include between 6 to 12 men usually results in having a good mix of men at different stages of the programme, so the men that are coming to the end of the group stage can help those that are just starting. With the restrictions that COVID-19 imposed, smaller groups (up to 4) are now being held where possible or the sessions are being conducted one-to-one and there is a sense that this dynamic has been lost.

As previously reported, training at this stage is paramount. There is a suggestion for more group work training to ensure all group workers are familiar with the programme and have the skills to deliver interactive and dynamic group sessions.

Some areas also hold a debrief session where the workers discuss how the group went and reflect on the delivery. This is a standard procedure that should be followed across all areas. Due to the limited sample there was not a men’s group worker from every location included in the review, so it was not clear if this happens in every area or not. Recording the group sessions and watching them back and using these as training materials for other group workers (where permissions have been granted) was a really good way to run these sessions.

Maintenance stage

Staff have had very few cases that have completed or are currently at the maintenance stage due to the length of the programme and the delay that COVID-19 has caused. It is considered an important stage and needed so that men can put into practice what they have learnt and show the case worker how they can apply it to the real world. Staff feel that this stage, in its current one-to-one format, works well. One area mentioned setting up a maintenance group, but COVID-19 delayed this.

A further review may be needed on this specific stage once more programme participants and staff have experience and completed this stage.

Impact on men

Staff were all extremely positive about the impact the programme has on the majority of men and their lives. They feel it encourages accountability, but doesn’t demonise them. It provides the men with a safe place to reflect on their behaviour without judgement. It helps them feel more valued. It provides men with the tools to help understand and change their behaviour if they want to.

“The programme holds men accountable”.

“The programme is as successful as the man wants it to be”.

Staff felt that they did see changes to some extent in most of the men that they have worked with. The biggest changes were noticed at the group stage, so reaching this stage is particularly important to the success of the programme.

5.4 Women's support service

Programme manuals and delivery

The women's service manual is a good structural support, mainly used as a guide. As the support provided to women is led by the women the women's workers tended to adapt the support provided to suit the individual and her circumstances. If it is obvious that the woman likes to learn through activities and exercises then the programme manual is extremely useful; however, some women just want to talk. The materials are used at times to start the discussions but it is then usually led by the woman.

"It is a good support. There is always that anxiety, that worry, the oh should I, could I, so this helps with making those professional decisions".

"Can be more difficult to take a worksheet to a woman. Easier to have a discussion in your head and cover issues that way".

Experienced staff, who have been working in the sector for many years, have built up their own bank of knowledge, tools and techniques and do at times use these to assist with certain situations e.g. local council resources, wellbeing booklets on anxiety, depression, sleep or resources that help with the impact on children.

One of the main challenges that women's workers face when delivering support is the initial reluctance of women to be involved in the programme. It takes time for the women's workers to build up trust with the individual. Some women have had bad experiences in the past with social workers or the police and can be wary initially.

Another challenge that the women's workers face is balancing the level of support provided. Once engaged, some women can rely very heavily on their women's worker. Findings suggest that at times there is an overdependence of women on their case worker with some calling late at night. Staff can find it difficult to switch off from the supporting role outside of working hours. Once a woman has completed the programme it can also be difficult for the women to 'let go' of their case workers.

Staff also felt that the quality of support provided can be affected by the lack of time the workers have. Some have very large caseloads and reported that this impacts on the support they can offer. This can be affected further if the area covered is quite rural and workers have to take time out to travel to and from sessions.

Adapting the delivery of support from face-to-face to telephone due to COVID-19 was challenging for some staff. In one instance the staff member stated they didn't appreciate the extent of the woman's anxiety until she met her face-to-face; it was not something that could be picked up on over the telephone. Staff noted that building trust and delivering emotional support needs the face-to-face interaction.

Impact on women

The staff's views on the impact the programme has on women mirror that of the women's feedback. However, it is important to note that the women who participated in the research were likely to be engaged and felt safe enough to participate. There will be women who may not have been as engaged or who had to stop engaging with the programme due to circumstances at home or elsewhere in their lives who did not participate in this review and may have expressed different views.

Staff felt that the programme has a hugely positive impact on the women who do engage with the programme. They believe it empowers them, gives them a voice, builds their confidence, helps them become more independent, feel safer and feel like they can actually move on with their lives. In addition to the emotional, practical help, staff believe it also informs and educates women about the different types of abuse which helps them identify the signs to look out for in future relationships and can also make them realise they are not to blame for the man's actions.

"It enables her to have a safe space to explore what happens in her relationship and gives her space for reflection".

"They feel listened to. We support them with safety and making them feel safer as well as practical stuff like housing or providing letters of support".

"If the woman is up for it I would meet with her [to chat about the man]. The woman has never had a voice. It can be quite revealing and can help me pick up on themes as well re. the man. It enables the woman to take support without having to actually seek it out as some are still going through trauma and are not in a place to seek out help". [Men's case worker/report writer]

"Provides them support whilst being attached to the statutory services".

Staff also provide assistance with signposting to other services such as housing, family support, accessing citizens advice etc. Staff reported that the women find this a hugely beneficial part of the service. Staff mentioned that housing support can have a major impact on the ability for the women to move on, particularly if the woman shares a home with the man and has nowhere else to go.

"Housing support don't always take the woman's situation into consideration so we help where we can with this".

5.5 Children's support

As the children's support services were not part of the remit for this review this was not covered in detail; however, staff that had experience of this or overseeing children's workers did feel more work could be done in this area. The views expressed are not from children's workers.

Staff said that more resource in this area is needed, with most areas having to link in with children's services that are already set up in their area due to the lack of resource or the services that already exist are considered to be very good. Some areas have a limited number of children's workers or they only work part time or on Caledonian cases for a small number of hours.

There was a suggestion by a number of staff that it was felt children would benefit if the children's workers could link into schools so the schools have an understanding about the situation. This would need to be at the discretion of the parents.

As previously reported, the children and fathering module was considered to be the most useful as suggested by both the staff and some men themselves, which is extremely positive for the future relationship between the man and his child/children.

5.6 Overall views of the programme

Staff were extremely positive about the programme as a whole for both men and women. They see first-hand the positive effect it has. They feel that the integrated, systematic approach works well and provides a holistic view of the situation. This in turn helps women feel safer as they know the man is in the programme and being monitored.

In general, there was agreement that all the aspects that make up the delivery of the programme work reasonably well e.g. training, manuals, assessments, pre-group stage, group stage, ongoing maintenance. However, the bureaucracy associated with the programme was mentioned many times as being challenging. There is an understanding that it is necessary, but the amount of data and paperwork involved e.g. SARA forms, behaviour checklist, is felt to be overwhelming at times and far too time consuming. This is particularly the case for those areas where they have an extremely large caseload or do not have a specific data champion dedicated to inputting data into the database. This is discussed in more detail at the in Chapter 6 on Monitoring Data.

5.7 Suggested developments from staff

Even though staff were extremely positive about the system as a whole and also about the various aspects of the Caledonian System, there were a number of suggested improvements.

Increase resource

The biggest concern was the lack of resource. This was mentioned at all different stages, by staff from across all areas.

For those areas where they have large caseloads, staff felt the quality of service was affected. More resource is needed to allow them to spread the caseload and ensure a high quality service is delivered.

For other areas, resource is needed more in the form of dedicated data champions. Some areas have a backlog of data to be input and are struggling to keep up with providing the support, collecting data from new cases and inputting the backlog of cases.

At times the staff can find themselves dealing with a crisis e.g. if a woman needs to be moved quickly. It is appreciated that finances can be limited but easily accessible funds for these emergency situations would help with the strain of this.

Delivery of the programme

Dedicated Caledonian System team

A dedicated Caledonian System programme team would be ideal for each area. Staff in areas where this is in place have praised the structure and believe this contributes to the success of the programme in their area. Staff in areas where this is not in place have criticised the current structure due to the Caledonian cases not always being given the focus and priority needed as social workers working with men at the pre-group stage have other non-Caledonian cases and can be less familiar with the programme materials.

Review process

It was suggested by a couple of staff that a review process to check on the progress of the men would be useful. This was mentioned in regards to the court conducting a review to ensure they are still meeting the requirements of their court order.

A review was also suggested at the end of each of the stages, for instance, at the end of the pre-group stage. This is currently built in to standard procedures but this finding suggests that not everyone is familiar with this. The suggestion was to allow the case worker to go back over discussions that happened early on in the stage in case anything that was mentioned would help with their understanding of discussions in the latter sessions. Some staff are doing this but it was evident that not all were and some were not aware that it was part of the procedures.

Ongoing support

For women, as reported, there is a need to ensure that the full support is being provided but within the boundaries and structure set, so that women are not overly dependent on the women's worker and women's workers do not have to work out of hours.

For men, there was a suggestion that ongoing support could be built in to the programme after the maintenance stage where men could get support if needed. Similar to the women, this would need to be done in a structured way so that the case workers were not contacted out of hours.

Systems and tools

Checklists and assessment forms

There was feedback suggesting that some of the checklists, forms and tests are too long. The behaviour checklist was considered too long for women and considered overwhelming to deliver at the initial visit. There is an understanding that there are six key questions that need to be covered. It is the additional questions that can be considered intense and time consuming, particularly as this is usually delivered during an initial meeting.

"Sometimes the initial visit takes up to two hours. It is far too much, it feels very clunky with all those questions. I sometimes just have to ask the 6 overarching questions".

There was also a desire to be given extra time and resource to help with the completion of the assessment tool and psychometric testing.

"The psychometric test takes too long. Need time, space and the equipment to complete it".

"Some of the guidance on that is lengthy, the risk assessment tool needs work. It doesn't help assess high risk".

The knowledge hub

The knowledge hub was liked by most but there were a couple of suggestions to improve its use. One member of staff suggested that the search function could be improved. There was also a suggestion that it could expand its function with the introduction of a forum chat function to allow for sharing ideas and networking across the country.

"The resources and knowledge hub isn't always easy to access. E.g. searching for video clips, the materials are a bit outdated".

There was also a call for providing more modern formats. DVDs have still been provided for some aspects of the programme and areas do not have the technology to play these.

Training

Refresher training

The training was highly praised, but for some they felt more is needed. Again, the lack of resource limits the amount of training that can be provided. Refresher training was felt to be a good idea, particularly because of the impact COVID-19 has had; however, the trainers are currently focussing on the large number of initial training sessions needed and therefore do not have the capacity to run refresher training sessions. Some areas do link in to regional training sessions to top up the accredited training. This is something that will need to be seriously considered if rolling out the programme to other areas. There is a need for more trainers, particularly if the programme is rolled out further.

Extending training

As reported previously, more in-depth training was also suggested. This was in the form of extending the training already received. For group work this included training on how to deliver a group session successfully.

Covering other topics within the training was also suggested, such as trauma informed training, mental health and personality disorders, particularly with COVID-19 having a negative impact on people's mental health. There is an appreciation that resource and time is limited but it was felt that these topics are areas where staff could do with some training.

"A lot of mental health issues come up, we don't have that training behind us. How to manage someone's mental health, where they can find support. Need to know how to work more effectively with them, what approach to take".

Debrief sessions

It is understood by some that reflective debrief sessions should happen post-group. This provides the opportunity for both workers to discuss and reflect on how the group went and where improvements could be made. Findings suggest that this does not always happen and therefore there is a need to ensure that time is made to allow this to happen. Recording and reviewing the sessions was also mentioned as something that could be done easily and help to refresh their training.

6. Monitoring data

The monitoring data is the main source of information available that provides an indication of the participation and attrition rates of the Caledonian System. Data is collected by data champions in some areas, while social workers, case managers or women's workers collect the data in other areas. The purpose of the data collection is to prove the efficacy of the programme, ensure there is a record of each of the stages completed by each individual and measure the programme against its key performance indicators.

6.1 Data collection

There is an understanding from staff about the need to collect data; however, the volume of paperwork and data collection was considered to be too much. For some it felt unsurmountable. Some areas do not have dedicated data champions and therefore these tasks are added to a case manager's, already heavy, workload. Administration is also not something the case workers or women's workers are used to and therefore it can seem daunting to some. For areas that do have dedicated champions the administration did not seem to be such a challenge.

"Nothing is taxing, it is just relentless, doesn't need to be so many. Must be a simpler more streamlined way".

"We don't have a specific data champion so it just adds to social worker's workload".

"It is fine, I don't personally deal with it. Admin collate and input all the data for us. It goes onto a national database".

There was a perception that the men's worker has to input the data into the system first before being able to create an entry for the women. This has caused a backlog in some areas, particularly if the men's workers are behind on their data input.

The amount of questions and paperwork involved as part of the women's service was considered too much and at times was felt to be very off-putting for the woman. At times the women's workers have refrained from completing the forms if they have felt that it would keep the woman engaged with the service.

6.2 Monitoring data output

Reports based on the monitoring data were provided for analysis. The data provided included records for 1,321 men. Not all of these men were confirmed as being suitable for the Caledonian System. The monitoring data captures details of all men who were assessed and therefore includes records of those who were deemed unsuitable for the programme. The data provided records for 680 men who were given a Caledonian requirement since May 2018. For analysis purposes we have focussed solely on those who were deemed suitable and started the programme. The majority of these cases recorded in the monitoring data are still considered open. Table 1 overleaf provides a full breakdown.

It is important to note that there were gaps in the data recorded as some areas are experiencing a backlog of data input. The data presented in this report is based on the data and reports that have

been provided to date. This may not give a full, accurate picture, but it provides an indication of the progress made for a majority of cases.

Table 1 shows the monitoring data provided to date. The 518 men who started the programme will have done so at any point between May 2018 and February 2021. Assuming that these were at least two year orders (and some will have been longer) of the 518 who started the pre-group stage there were a maximum of 98 men who started their orders around or just after May 2018 who might have been able to complete their orders within the period covered in the data analysis (i.e. from May 2018 to February 2021). The data records 29 men who did complete during this period. A significant explanation for this gap is that COVID-19 has impacted on the delivery of the programme throughout 2020 and therefore some participants' ability to complete the programme was restricted. In some of these cases an extension was applied for with the man's agreement and in others he could not be recorded as having completed. There were 52 men recorded as having been breached or subject to early discharge or change of requirements and some of these men will have been among the group who could have completed within the time period. Delays entering data may also account for some of the gap.

Table 1: Men's participation and attrition rates

Completed records		No.
Given Caledonian requirement		680
Pre-group stage	Started pre-group stage	518
	Completed pre-group stage	166
	Dropped out of pre-group stage	50
Group stage	Started Group stage	118
	Completed Group stage	34
	Dropped out of Group stage	8
Maintenance stage	Started Maintenance stage	20
Completion	Completed programme	29

One of the programmes KPIs is for men to take an average of 26 weeks to complete the pre-group stage. Currently this average is sitting at 36 weeks with 48 men having taken 26 weeks or less.

Spousal Assault Risk Assessment (SARA v3) for Men

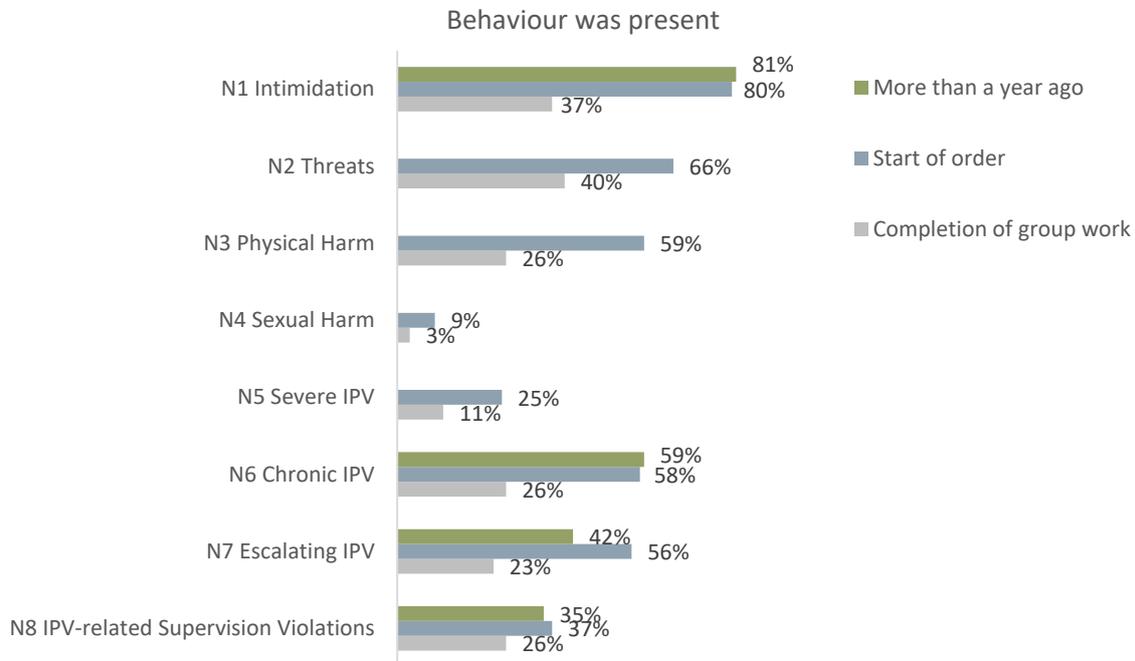
Data on the men's behaviour and level of risk is recorded at the start of the order and then again on completion of the group stage. The Spousal Assault Risk Assessment (SARA v3) is a professional judgement tool used to measure the future risk of serious harm or imminent violence and if any changes in behaviour have occurred. This is assessed by the case workers.

Various different aspects are measured under the following two sections: nature of intimate partner violence (IPV) and perpetrator risk factors. The case workers record if the behaviour was present in the man's behaviour more than a year ago, recently at the start of his order and then on completion of the group work outcome.

Figures 1 and 2 overleaf show for those where the behaviour was present and for those where the behaviour wasn't present at 3 points in time – more than a year ago, at the start of the order and on the completion of group work for orders from May 2018 to present. Analysis has been conducted to determine if the proportion of men who showed these behaviours on completion of the group work stage had decreased from the proportion that showed these behaviours over a year ago or/and at the

start of their order. The results shown are based on the data provided. For some areas, not all SARA v3 data has been recorded yet again due to a backlog of data input.

Figure 1: SARA v3 Nature of IPV Factors – Behaviour present



Base (All men who completed SARAv3): More than a year ago - 387, Start of order - 383, Completion of group work - 35 (varies slightly for some behaviours)

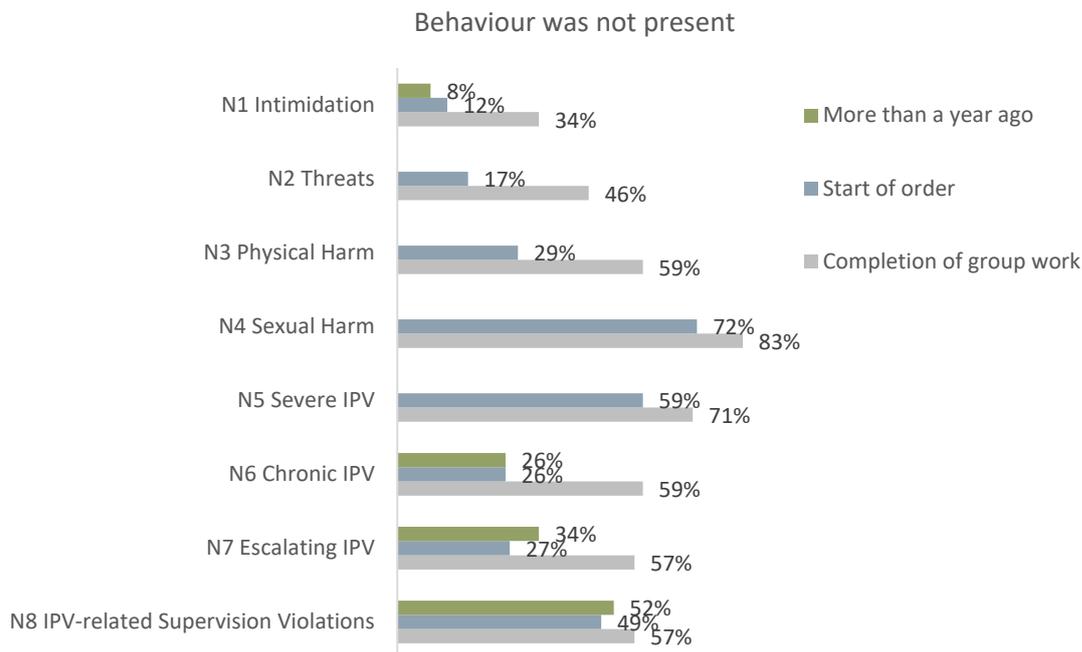
Data not provided for 'More than a year ago' for N2, N3, N4, N5.

Figure 1 shows a reduction in the percentage of men that present these behaviours on completion of the group work compared to more than a year ago.

- 81% presented with behaviours relating to intimidation more than a year ago and 37% of those who have completed the group work now show these behaviours indicating a reduction in this behaviour after group work
- 66% presented with threatening behaviours at the start of their order and this decreased to 40% on completion of the group work
- 59% presented with behaviours relating to physical harm at the start of their order and this decreased to 26% on completion of the group work
- A similar pattern was followed for all other behaviours shown

It is important to note that 'Completion of group work' is based on a small sample as only a small number of men have completed the group stage and provided this information (n=35), however it is a good indication of positive shifts in behaviour. Base sizes for 'More than a year ago' was 387 and 'Start of order' was 383.

Figures 2: SARA v3 Nature of IPV Factors – Behaviour not present



Base (All men who completed SARAv3): More than a year ago - 387, Start of order - 383, Completion of group work - 35 (varies slightly for some behaviours)

Data not provided for 'More than a year ago' for N2, N3, N4, N5.

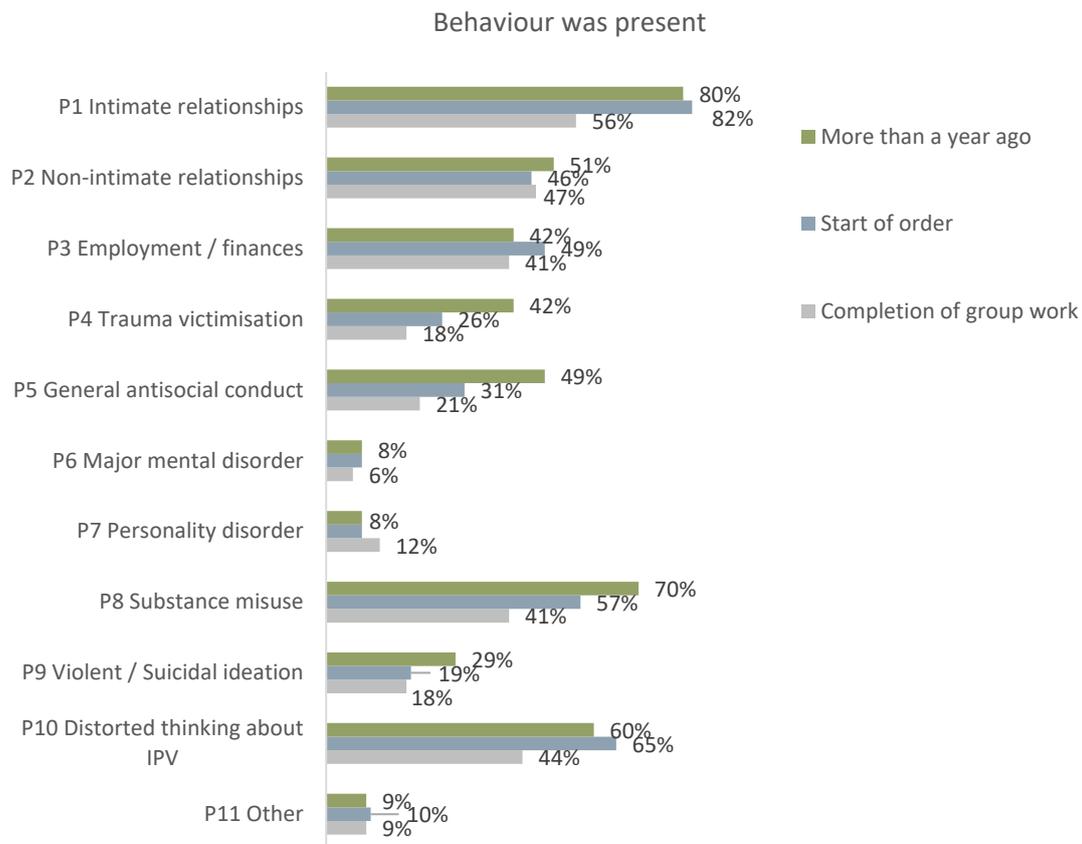
Figure 2 further supports the results of Figure 1 by showing the percentage of men **that did not** present these behaviours on completion of the group work increasing when compared to the data provided more than a year ago.

- 8% did not present with behaviours relating to intimidation more than a year ago and 34% of those who have completed the group work now do not show these behaviours
- 17% did not present with threatening behaviours at the start of their order and this increased to 46% on completion of the group work
- 26% did not present with behaviours related to Chronic intimate partner violence more than a year ago and this increased to 59% on completion of the group work
- A similar pattern was followed for most of the other behaviours shown

The sample sizes for Figure 2 are the same as Figure 1.

Figures 3 and 4 overleaf show data for the perpetrator risk factors. This is recorded in the same way as the previous factors. Again the data shows that the proportion of men who presented with these behaviours on completion of the group work has decreased when comparing to the proportion of men who presented with these behaviours more than a year ago. Again, the proportion of men who **did not present** with these behaviours on completion of the group work increased when compared to the data from more than a year ago. This was the case for most of the behaviours.

Figure 3: SARA v3 Perpetrator Risk Factors (has serious problems with these aspects)

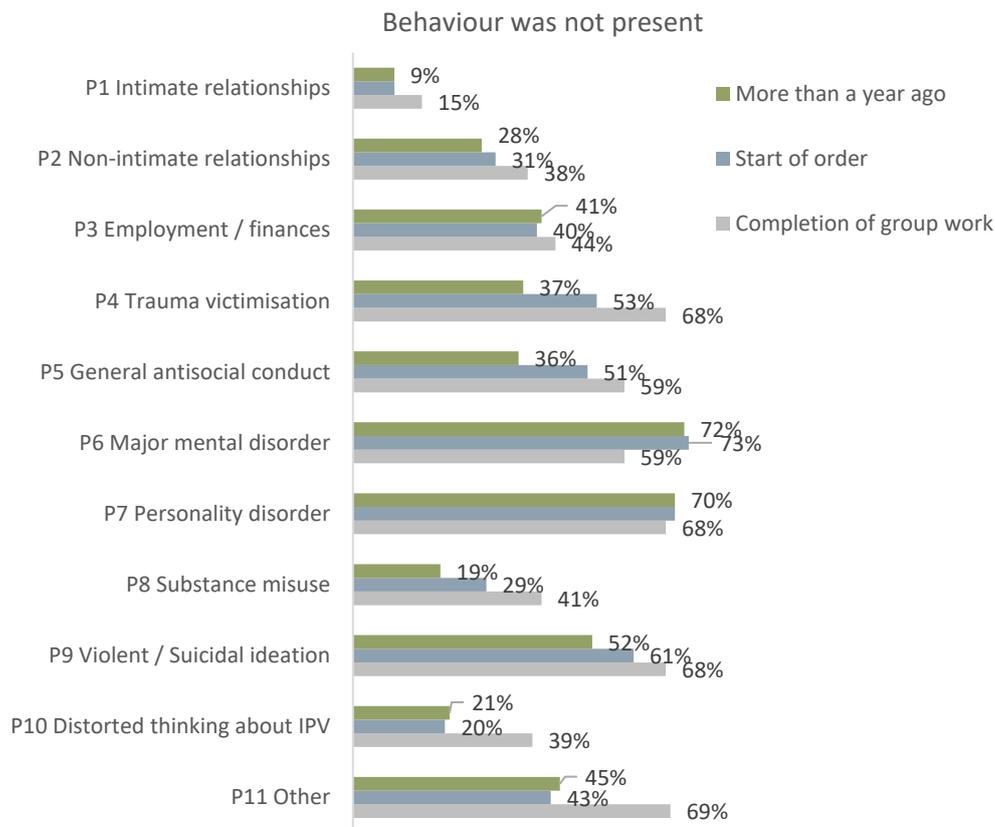


Base (All men who completed SARAv3): Past 384, Recent 384, Outcome 34 (varies slightly for some behaviours)

Figure 3 shows a reduction in the percentage of men that present these behaviours on completion of the group work compared to more than a year ago. Some of the key differences are reported below.

- 80% presented with behaviours relating to having serious problems or conflict with intimate relationships more than a year ago and 56% of those who have completed the group work now show these behaviours indicating a reduction in this behaviour after group work
- 42% presented with behaviours relating to experiencing trauma at the start of their order and this decreased to 18% on completion of the group work
- 70% presented with behaviours relating to having serious problems with substance misuse at the start of their order and this decreased to 41% on completion of the group work

Figure 4: SARA v3 Perpetrator Risk Factors (Did not have serious problems with these aspects)



Base (All men who completed SARA v3): Past 384, Recent 384, Outcome 34 (varies slightly for some behaviours)

Figure 4 shows the proportion of men who **did not present** with these behaviours at the three different time periods – more than a year ago, at the start of their order and on completion of the group work. The biggest differences reported between the proportion who did not present with these behaviours more than a year ago versus upon completion of group work are shown below.

- 37% did not present with behaviours relating to experiencing trauma more than a year ago and 68% of those who have completed the group work did not present with these behaviours indicating a positive shift in this behaviour after group work
- 19% did not present with behaviours relating to having serious problems with substance misuse more than a year ago and this increased to 41% on completion of the group work
- 21% did not present with behaviours relating to distorted thinking more than a year ago and this has increased to 39% who did not present these behaviours on completion of the group work

The sample sizes for the different time periods shown on Figure 3 and 4 are similar to Figure 1 and 2.

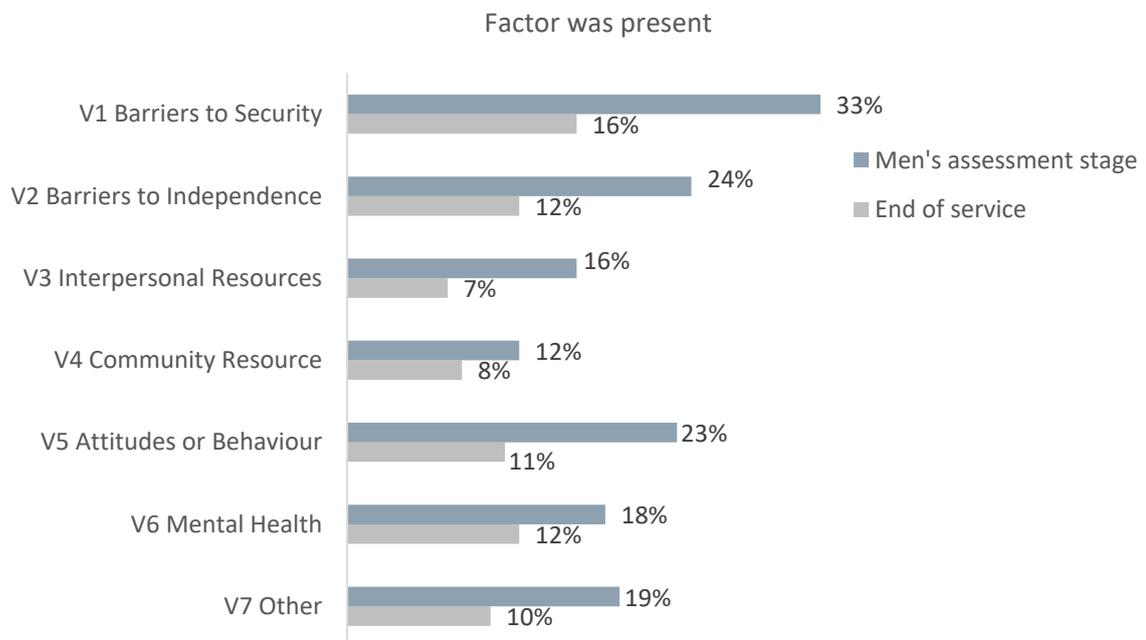
A profile of those participating in the Caledonian System programme has not been reported as the data recorded was for all men who had been referred not just those who had been given a Caledonian requirement.

Spousal Assault Risk Assessment (SARA v3) for Women

Data recording how vulnerable the women are is also recorded at the men’s assessment stage and then again when the men complete the programme or the women disengage. This is assessed by the women’s workers. Various different aspects are measured under ‘Victim Vulnerability Factors’. Figure 5 and 6 show for those where the factor was present and for those where the factor was not present for orders from May 2018 to present. There were records provided for 766 women who started the programme and 362 at the end of the programme.

Again, the data shows that there is a decrease in the proportion of women recorded as having the factor present at the completion of the programme compared to when the man started the programme. There was also an increase in the proportion that stated the factor wasn’t present at the end of the programme compared to the start. It is important to note that the outcome data is only based on those who have completed the programme and provided this data.

Figure 5: SARA v3 Victim Vulnerability Factors – Factor present

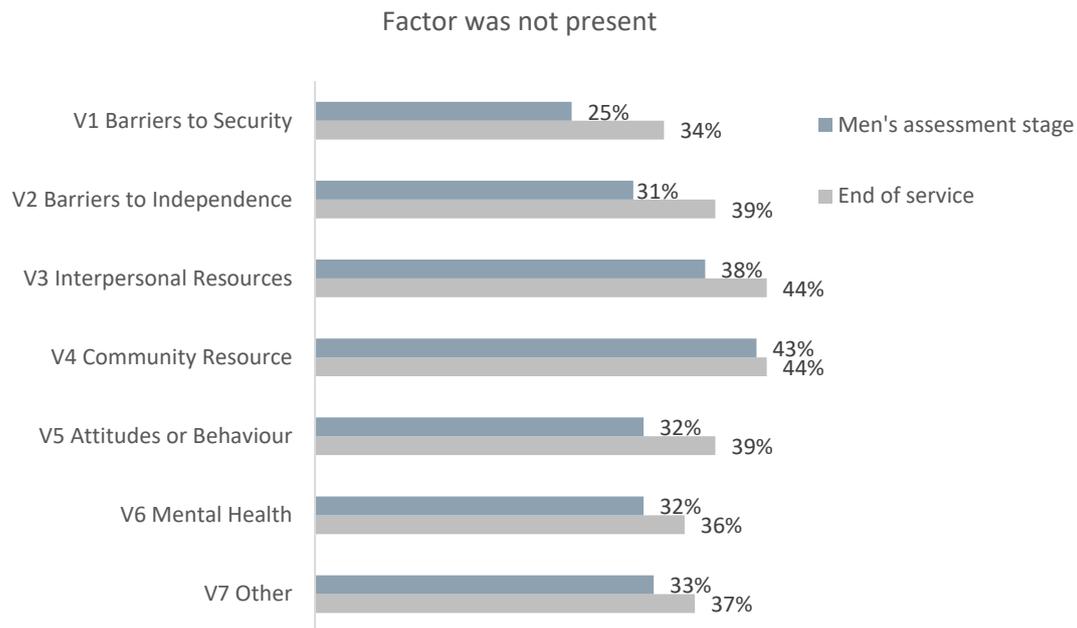


Base (All women who completed SARA v3): Intake 766, Outcome 362 (varies slightly for some behaviours)

Figure 5 shows a reduction in the percentage of women that present these factors at the end of the service provided compared to at the time the men were first assessed.

- 33% presented with factors relating to concerns around security when their partner/ex-partner first got assessed and this decreased to 16% at the end of the service provided indicating a positive shift in security on completion of the programme.
- 24% presented with issues or concerns relating to their independence when the men first got assessed and this decreased to 12% on completion of the programme.
- A similar pattern was followed for all other behaviours shown

Figure 6: SARA v3 Victim Vulnerability Factors – Factor not present



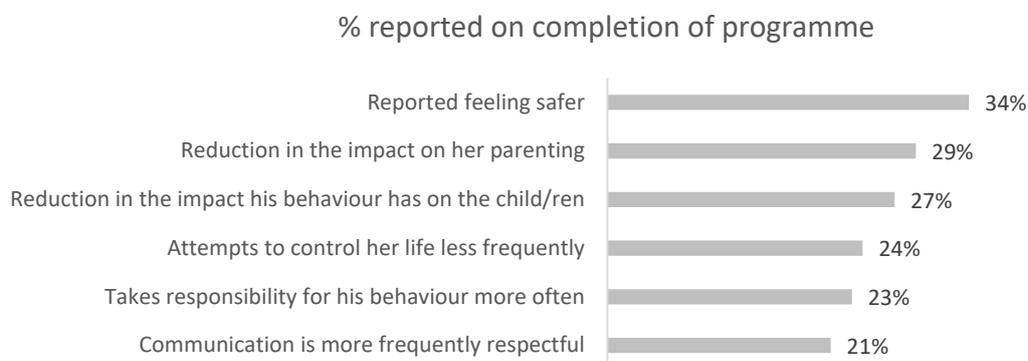
Base (All women who completed SARAv3): Intake 766, Outcome 362 (varies slightly for some behaviours)

Figure 6 further supports the results of Figure 5 by showing the percentage of women **that did not** present these factors on completion of the programme when compared to the data provided when the men were first assessed.

- 25% did not present with factors relating to issues with security when their partner/ex-partner was first assessed and this increased to 34% by the end of the service provided
- 31% did not present with issues relating to their independence when their partner/ex-partner was first assessed and this increased to 39% on by the end of the service provided
- A similar pattern was followed for all other behaviours shown

A behaviour checklist is also completed by the women at the start of the programme (n=657) and then the same questions are asked again on completion of the programme (n=131) to determine if there have been any changes in the man's behaviour and in how the woman is feeling. Figure 7 shows the proportion of women who reported a positive change in behaviour at the end of the programme.

Figure 7: Behaviour checklist



Base (All women who completed Behaviour checklist on completion): Varies by question 52 - 86

Figure 7 shows that a third of the women who completed the behaviour checklist at the end of the programme reported feeling safer. This was amongst all women no matter whether they felt unsafe, safe sometimes or very safe when the programme commenced. The other two thirds of the women reported no change in terms of how safe they felt. Of the women who specifically reported feeling 'not safe at all' or 'a little unsafe' at the start of the programme, half of them reported feeling safer by the end. The other half reported no change. This was also further supported by the findings from the women's in-depth interviews. This is particularly important as it is one of the key aims of the programme.

Around a quarter of the women that completed the behaviour checklist at the end of the programme also recorded a positive shift in the other aspects evaluated such as the impact on their children and the man being more respectful.

These results should be used as an indication only. It is unknown how many women are still in touch with the perpetrator and therefore the lack of contact may impact on the responses to some of these questions.

6.3 Overview of the monitoring data

Even though suggested improvements have been noted, it is evident that the programme is having a positive impact on most women's lives as well as improving behaviour for a proportion of men.

Even though there is an understanding that the data is needed to prove the efficacy of the programme it is felt that it can hinder the workers at times. There is a need for data champions in all areas to assist with the large volume of paperwork and data entry that is required. It was felt that this would help with keeping the records up to date and as a result reduce the gaps in the data.

7. Conclusions and recommendations for future delivery

Overall the Caledonian system was considered to be successful and positive. It achieves the aims it sets out in the majority of cases and programme participants, both men and women, praise the system for impacting on their lives in a positive way. Women feel safer, feel more in control of their lives and feel like they can move on. Men have developed an understanding of their behaviour and how to control it. This was illustrated by the quality and strength of the comments made by both men and women. The monitoring data, although limited, further supports this by indicating that improvements have been made in men's behaviour and in women feeling less vulnerable.

There were a number of suggested developments identified throughout the report by women, men and staff. This chapter provides a summary of all suggested developments and recommendations for improving the programme in the future. The suggested developments fall under the following areas: programme delivery, training, programme's systems and tools and future monitoring.

7.1 Programme delivery

There were some areas where improvements could be made and the delivery more consistent across areas. Suggested improvements for the delivery of the programme related to the lack of resource, the need for a dedicated Caledonian Programme team, the initial introduction of the programme, inconsistencies during the initial stages and establishing boundaries.

Increase resource

As discussed in Chapter 5, the biggest concern for staff was the lack of resource. This was mentioned at all different stages, by staff from across all areas. The resource required comes in different forms. Some areas just need more resource in general as they don't have enough case workers, group workers, women's workers or children's workers, particularly areas with large caseloads or rural areas that span a large geographical area that results in a lot of time taken up travelling. Other resource that is needed is in the form of data champions to help with the backlog of data entry or assisting with the data collection of new cases.

The central team also have limited resource. The suggested improvements made regarding training (see training section below) will only be possible if more trainers are taken on.

Another resource mentioned was additional funds. At times the staff can find themselves dealing with a crisis e.g. if a woman needs to be moved quickly. It is understood that finances can be limited but easily accessible funds for these emergency situations would help with the strain of this.

Dedicated Caledonian System team

As reported in Chapter 5, a dedicated Caledonian System programme team in each area would be preferred and would assist with the resourcing issues mentioned earlier and also address some of the issues with the inconsistencies in delivery at the initial stages of the programme.

Introduction of the programme

Men didn't always understand what they had agreed to in court and therefore a full and clear explanation of the programme is needed early on. There is also a need to remind them of what the programme is, what it involves, its purpose and what is expected of them on an ongoing basis as some men didn't even realise that their case worker meetings were actually part of this programme. This could also be said for the women. They took quite a bit of time to fully understand what the programme was, what it meant for their partner/ex-partner, what it meant for them so a reminder on this would be useful. As previously mentioned they are not always in the best headspace when first entering the programme so a continual reminder might help them finally take it on board at the most suitable or appropriate time for them. It is important that the women's worker engage with the women at a critical time when they need it and are in the right place to accept it; therefore it is crucial that the women's workers continue to persevere with those women who don't initially accept the support as there may be a time later when they feel they do need it.

Inconsistencies in delivery

It is understood that as per the operating standards the men's workers should meet the women with the women's workers or at the very least engage with the women's worker to discuss the relationship and the men's behaviour. This is not always happening. Again, this is something that additional resource may be able to address.

Other suggestions made by staff, such as conducting reviews at the end of each stage and carrying out debrief sessions after group work are already built in to the standard operating procedures, suggesting that not all staff are following these procedures and therefore a reminder of these at certain intervals will keep them fresh in staff's minds.

Establishing boundaries

For women, as reported, there is a need to ensure that the full support is being provided but within the boundaries and structure set so women are not overly depending on the women's worker and women's workers are not having to work out of hours. Currently the most positive aspects of the programme for women is the relationship they have built with their worker and the fact they feel supported whenever they need it. There is a need to ensure that the women continue to feel like this but also ensure that workers are not being overburdened by out of hour's calls.

For men, there was a suggestion that ongoing support could be built in to the programme after the maintenance stage where men could get support if needed. Similar to the women, this would need to be done in a structured way so that the case workers were not being contacted out of hours.

Ongoing review process

It was suggested by a couple of staff that a review process to check on the progress of the men would be useful. This was mentioned in regards to the court conducting a review to ensure they are still meeting the requirements of their court order.

Reviews being built into the programme at the end of each stage was also suggested to allow for more reflection and linking into earlier discussions. This is currently built into the standard procedures but this suggestion indicates that not all staff are aware of this. Some staff do this naturally but a reminder of this procedure will ensure it is done consistently.

7.2 Training

The training was highly praised, but for some they felt more was needed. The improvements suggested were in relation to providing refresher training, expanding the topics provided and building in reflective debrief sessions on completion of group work.

Refresher training

Refresher training was felt to be a good idea, particularly because of the impact COVID-19 has had. Some of the more rural areas may have quite a gap in between dealing with Caledonian System cases and therefore would benefit greatly from these sessions. Some areas do link in to regional training sessions to top up the accredited training. Refresher training and how this will be resourced is something that will need to be seriously considered if rolling out the programme to other areas.

Extending training

Extending the training received by including training on how to organise and form the groups and how to deliver a group session successfully is needed.

Covering other topics within the training was also suggested. Trauma informed training as well as training on mental health and personality disorders were all mentioned as areas where more support was needed. This also supports the request from the men who felt that some sessions didn't cover mental health deep enough.

Debrief sessions

Reflective debrief sessions post group work is not always happening. This provides the opportunity for both workers to discuss and reflect on how the group went and where improvements could be made. There is a need to ensure that time is made to allow this to happen. Recording and reviewing the sessions was also mentioned as something that could be done easily and help to refresh their training.

7.3 Programme systems and tools

For the majority the programme's systems and tools worked well. Not everyone used them as stated but they were considered useful tools that help provide structure to the programme and help with making professional decisions. The main suggested improvements were around the checklists and assessment tools.

Checklists and assessment forms

There was feedback suggesting that some of the checklists, forms and tests are too long. The behaviour checklist was considered too long for women and considered overwhelming to deliver at the initial visit. The six key questions were considered a good overview but the additional questions took up too much time and were felt to be quite intense for an initial visit. If there was an option to cut this back or possibly complete this over the course of a number of visits this may help.

There was also a desire to be given extra time and resource to help with the completion of the assessment tool and psychometric testing as it again these tools were considered to be long and unwieldy at times.

The knowledge hub

The knowledge hub was positively received. There were only two suggested improvements and these were to improve the search function and consider adding in the option for a chat forum to allow for networking and sharing of ideas across the country.

Inclusivity

Research into the BAME community was not within the remit of this research project, however one respondent from the BAME community felt that more could be done to provide specialist support to her to understand the cultural differences and other aspects of her life. It was also suggested that consideration should be given to providing the programme in other languages. It is understood that this can't be done in every language but a pilot study could involve rolling the programme out in one or two key languages first. Interpreters were seen as a useful resource but there were concerns over losing the detail or misinterpreting what the worker or the participant was saying.

7.4 Future monitoring

Very few men and women had completed the accredited programme at the time of the review therefore the feedback was limited to the stages they had completed. This does limit the conclusions that could be drawn regarding the overall impact of the programme and the success of it once completed. There may be a need to conduct a follow-up review once a large proportion of the participants have completed the programme. There may also be merit in considering speaking to those who were disengaged from the programme.

This was also the case for the reports and data provided via the monitoring data. The data provided was comprehensive, however the analysis conducted is limited as the sample sizes of those who actually provided completed data at various stages were small. Again, once the gaps in the data have been provided and a larger proportion of men and women have completed the programme and provided the required information further analysis could be carried out.

The amount of data collected is also quite overwhelming for some. If a review can be done to ensure all data collected is necessary this would help. It may be that questions asked in assessment forms and the behaviour checklists could be colour coded as to whether they are mandatory or optional. This would need to be considered alongside the monitoring data reports as anything required for the KPIs would need to be marked as mandatory.

A future review of children's services may also be needed as this was out with the remit of this project. Consideration should also be given to the views of those from the BAME community or whose first language is not English. Again, this was not within the remit of this review.

8. Appendices

Appendix A – Topic Guides

Topic Guide – Programme Participants

Informed Consent

- Are you happy to continue?
- Introduction to respondents:
 - Where do you currently live?
 - Are you living with anyone at the moment?

Expectations of the Caledonian System

- How did you find out about the Caledonian System?
- What was your initial reaction when hearing about the programme?
 - Why was that?
- What did you initially think about the idea of participating in the programme?
 - Good idea / Bad idea? Why?
- Who did you speak to about the programme?
- What were you told about the programme?
- What did you like the sound of, if anything? Why?
- What did you not like the sound of, if anything? Why?
- What was the main reason for agreeing to a Community Payback Order with a requirement to attend the programme?
- What did you hope you would get out of it?
 - (p) In terms of the court process
 - (P) personal
 - (P) relationship wise
 - (P) wider family
 - (P) long term
 - (P) short term

Current stage of Caledonian System

MODERATOR NOTE: There is potentially three different groups of programme participants

1. Those who are working through the mainstream programme in the 3 stages identified
2. Those who were working through the mainstream programme but have been diverted to 1:1 due to Covid
3. Those who have only worked through the programme 1:1 for other reasons [this audience may not be aware that there are stages to the programme]

- When did you start the programme?

- Are you still in contact with/in relationship with the person you offended against? [FOR INFO TO PUT RESPONSES INTO CONTEXT]
- How did you find the assessment process?
 - Straightforward? Any difficulties?
- Are you completing the full programme through 1:1 meetings/discussions or working through the staged programme?
- Has COVID-19 impacted on the way the programme is/will be conducted for you? In what way?
 - No, would have completed through 1:1 meetings anyway
 - Yes, moved remaining sessions / Group stage 1:1 now
- ALL IMPACTED BY COVID: What stage of the programme were you at before COVID-19?
- IF COMPLETING STAGED PROGRAMME: What stage of the programme are you currently at?
 - 1:1 (pre-group)
 - Group
 - Maintenance

IF AT OR COMPLETED 1:1 (PRE-GROUP) STAGE

Talk to me about the 1:1 (pre-group) stage

IF HAVING ONLY 1:1 SESSIONS NOT DUE TO COVID ASK: Talk to me about the programme.

[MODERATOR: Don't mention 'stage' throughout the questions and prompts below for this audience. Refer to the programme as a whole]

- What, for you, are/were the most significant activities or discussions from this stage?
- How did you find this stage of the programme?
 - Likes/Dislikes? Why?
- Was there anything during this stage that you weren't sure of/confused you?
- What words would you use to describe the 1:1 pre-group stage? [ONLY 1:1 What words would you use to describe the programme]
- What did you feel you achieved at this stage of the programme?
- To what degree, if at all, did it enthuse you for the rest of the programme?
- Is there anything that you would change or anything that would improve this stage of the programme for you?
- What impacts did this stage have on you?
- To what degree did it start to deliver on what you hoped to get out of it? [REFER TO RESPONSE FROM EARLIER]

IF COMPLETED/STARTED GROUP STAGE PRIOR TO COVID [EXCLUDES THOSE DOING 1:1 SESSIONS]

Talk to me about the Group stage

- Did you complete any of the group stage exercise prior to COVID-19?
- When did you start this stage of the programme? What modules did you do as part of group sessions?

- What, for you, are or were the most significant activities or discussions from this stage?
 - Children and fathering
 - Responsibility to and for self
 - Responsibility within relationship
 - Sexual respect
 - Men and Women
- Was there anything during this stage that you weren't sure of/confused you?
- How did you find this stage of the programme?
 - Likes/Dislikes? Why?
- What words would you use to describe the group stage
- What did you feel you achieved at this stage of the programme?
- What impacts did this stage have on you?
- To what degree did it start to deliver on what you hoped to get out of it? [REFER TO RESPONSE FROM EARLIER]
- Is there anything that you would change or anything that would improve this stage of the programme for you?

IF AT OR COMPLETED MAINTENANCE STAGE [CHECK IF 1:1 SESSIONS REACHED THIS STAGE]

Talk to me about the Maintenance stage

- What happens at this stage?
- Was there anything during this stage that you weren't sure of/confused you?
- How do you feel about reaching this stage of the programme?
- What do you feel you have achieved from reaching this stage of the programme?
- Again how close, once you were at this stage, were you to realising everything you had hoped to get out of it?
 - (P) personal
 - (P) relationship wise
 - (P) wider family
 - (P) long term
 - (P) short term

Engagement with the Caledonian System Programme

- At any point did you stop attending meetings/sessions? IF YES: What stage? Why?
- Was there anything in particular that stopped you from attending sessions?
 - Childcare issues
 - Transport issues
- IF YES: Is there anything that could have been done to make you attend the sessions more than you did or attend the sessions you missed?
- Did you feel you could talk to someone:
 - about the programme?
 - about how you were feeling attending sessions?

- about not wanting to attend sessions?
 - about any other concerns about the programme?
- IF YES: Who do you feel you could talk to about these things?
- IF NO: Why did you not feel you could talk to someone?
- How would you describe your relationship with your case manager? Why do you say that?

Satisfaction with the Caledonian System Programme

- How satisfied are you overall with the level of communication you have had about the Caledonian System programme at each of the following stages? Why do you say that? [1:1 ONLY: Ask about the programme in general]
 - Assessment
 - 1:1 (Pre-group)
 - Group - Modules
 - Maintenance
- What would you have liked to hear more about, if anything?
- How satisfied were you overall with each of the different stages you have participated in? Why do you say that? [1:1 ONLY: Ask about the programme in general]
 - Assessment
 - 1:1 (Pre-group)
 - Group - Modules
 - Maintenance

Impact of the programme

- What would you say are the most useful aspects of the programme? Why?
- What would you say are the least useful aspects of the programme? Why?
- What impact has participating in the programme had on:
 - your relationships? Family, children, friends, partners, ex-partners
 - your behaviour?
 - your understanding of domestic abuse?
 - your life overall?
 - Did the personal plan help you plan for and achieve changes that you wanted?
- Has anything else impacted on a change in your relationships, behaviour, life etc.?
- Have you achieved (or in the process of) what you expected to when you first started the programme?

Sum-up

- What do you think could be done to improve the programme?
- Is there anything else that you would like to add or comment on before we close the interview?

Thank and close

Final Topic Guide – Partners of programme participants (Women)

Informed Consent

- Are you happy to continue?
- Introduction to respondents:
 - Where do you currently live?
 - Are you living with anyone at the moment?
 - Do you have any children living at home with you?
 - Are you still in contact with the man who participated in the Caledonian System programme?

Expectations of the Caledonian System

- How did you find out about the Caledonian System?
- What was your initial reaction when hearing about the programme?
 - Why was that?
- What did you initially think about the idea of your partner/ex-partner participating in the programme?
 - Good idea / Bad idea? Why?
- What did you initially think about you personally getting support from the Caledonian System?
- Who did you speak to about the programme?
- What were you told about the Caledonian?
 - For you?
 - The men's programme?
 - For children? [if relevant]
- What did you like the sound of, if anything? Why?
- What caught your attention as being helpful to your situation?
 - For you?
 - The men's programme?
 - For children? [if relevant]
- What did you not like the sound of, if anything? Why? Did anything look to be unhelpful or potentially negative to you and your situation?
 - For you?
 - The men's programme?
 - For children? [if relevant]
- What was the main reason for agreeing to be supported by the Caledonian System?
- What did you hope you would get out of it?
 - (P) personal
 - (P) children
 - (P) relationship wise
 - (P) wider family
 - (P) long term
 - (P) short term

Current support provided by Caledonian System

- When did you first start to speak to someone at the Caledonian System?
- How often are you in contact with someone from the Caledonian System?
 - Is this enough/too much/not enough?
- Prior To COVID-19 did you meet face-to-face at all?
 - How did you find this?
- What support have you had/been offered through the programme? What sorts of things do they cover?
 - Where to go for help
 - Keeping safe / keeping children safe
 - Future relationship with partner/ex-partner
- How did you feel about the support you were offered?
 - Positive / negative? Why?
- What, for you, has been the most useful discussions/topics covered? Why?
 - Where to go for help
 - Scenarios
 - Keeping safe / keeping children safe
 - Future relationship with partner/ex-partner
- Have they offered to help with safety planning?
 - Did you take them up on this?
 - How useful have you found this?
- IF CHILDREN: How do you feel about the support provided for your children
- Are you receiving support from anywhere else?
 - Where from?
 - How useful has this been?

Engagement with the Caledonian System Programme

- At any point did you stop meeting with your worker?
- IF YES: Why?
- IF YES: Is there anything that could have been done to make you want to meet with your worker more than you did?

- How would you describe your relationship with your Caledonian Worker? Why do you say that?

Satisfaction with the Caledonian System Programme

- How satisfied are you overall with the level of communication you have had about the Caledonian System?
 - For you?
 - About your partner/ex-partner?
 - About your children?
- What would you have liked to hear more about, if anything?
- How satisfied were you overall with the Caledonian system as a whole? Why do you say that?

Impact of the programme

- What would you say are the most useful aspects of the system? Why?
- What would you say are the least useful aspects of the system? Why?
- What impact has the Caledonian system had on [PROBE ON POSITIVE/NEGATIVES]:
 - your relationships? Family, children, friends, partners, ex-partners
 - your partner's/ ex-partner's behaviour?
 - your understanding of domestic abuse?
 - your life overall?
- IF SEEN A POSITIVE CHANGE IN PARTNER/EX-PARTNER: What part of the men's programme or the system as a whole do you think has contributed the most to this change?
- IF SEEN NO/NEGATIVE CHANGE: What do you think has stopped him from changing? Is there anything Caledonian System could have done more to assist with this?
- Has anything else impacted on a change in your relationships, behaviour, life etc.?
- Have you achieved (or in the process of) what you expected to when you / your ex-partner first started the programme?
 - What do you feel you have achieved?
- Do you have any concerns about the Caledonian System programme?

Sum-up

- What words would you use to describe the Caledonian System?
- How would you sum up the support you have been provided?
- What do you think could be done to improve the programme and support offered?
- Is there anything else that you would like to add or comment on before we close the interview?

Final Topic Guide – Staff

Informed Consent

- Are you happy to continue?
- Introduction to respondents:
 - What area/location do you work in?
 - What is your role in the Caledonian system?
 - How long have you been working with CS?
 - How many men / women do you currently work with?

Aims and objectives of the Caledonian System

- Talk to me about your experience of working with the Caledonian System?
 - Likes / dislikes?
 - What are your views on its overall design?
- What do you feel the Caledonian System achieves?
 - For men?
 - For partners?

- For children?
- The Men's programme has a set of aims and objectives set out in the manual. Do you feel the programme meets these aims? Examples of some of them are below:
 - To increase the safety of women and children by directly working with abusive men
 - Promote better lives by those affected by his abuse and the men themselves
 - To reduce controlling coercive behaviour
 - To enable men to change by providing a safe and respectful context in which they can learn, change and practise that change

Men's Programme delivery

Talk to me about the delivery of the men's programme overall

- Are there any issues with delivering the programme?
- Do you have to adapt/tailor any of the stages to suit individuals? In what way and for which individuals?
- How easy or difficult is it to liaise closely with the woman's worker working with the (ex) partners of your clients?

What could make that process easier/ more straightforward?

- How would you describe the 1:1 pre-group sessions?
 - Describe the sessions you are talking about/what they comprise and their purpose
 - What do you like about delivering this stage?
 - What works well and what works less well (P) why
 - What challenges, if any, do you have to deal with when delivering this stage?
 - How do you find the men's participation at this stage?
 - Engaged/disengaged?
 - Why do some disengage?
 - Like/dislike it?
 - What improvements would you make to this stage?
- How would you describe the Group stage (pre-Covid)?
 - Describe the sessions you are talking about/what they comprise and their purpose
 - What do you like about delivering this stage?
 - What works well and what works less well (P) why
 - What challenges, if any, do you have to deal with when delivering this stage?
 - How do you find the men's participation at this stage?
 - Engaged/disengaged?
 - Why do some disengage at this point?
 - Like/dislike it?
 - How are you finding delivering this stage 1:1 now due to COVID-19?
 - What works well and what works less well (P) why
 - What improvements would you make to this stage?

- How would you describe the maintenance sessions?
 - What do you like about delivering this stage?
 - What challenges, if any, do you have to deal with when delivering this stage?
 - How do you find the men's participation at this stage?
 - Engaged/disengaged?
 - Like/dislike it?
 - What works well and what works less well (P) why
 - What improvements would you make to this stage?

Women's Service

- What do you find are the biggest obstacles in delivering the Women's Service
- What do you find most satisfying?
- Every case is individual – but do you find there are common themes / needs / support requirements?
- How easy or difficult is it to liaise closely with the case managers and/or group workers working with the (ex)partners of your clients?
- What could make that process easier/ more straightforward?
- What improvements could be made to the service?

Programme manuals

- How useful do you find the manuals? Why / why not?
 - Which parts of the manual are most useful?
 - Which parts of the manual are least useful?
- Anything in the manual that is challenging to deliver? Why?
- How have you overcome this?
 - Adapted the session/activity?
- What improvements, if any, would you make to the manuals?
- Apart from the manuals are there any other tools or activities you have found useful?

Training

Talk to me about the training you receive

- What training have you received to support you with the delivery of any aspect of the system?
- How did you find the training?
 - Useful?
 - Any concerns?
- How satisfied were you with the delivery of the training? Why do you say that?
- Thinking about the day-to-day delivery of the programme, is there anything that was not covered in the training that you feel would be beneficial to you?
- How long ago did you undertake the training?
- Is there anything else that you would like to feedback about the training?

Impact of the programme

- How effective do you think the Caledonian System is in changing men's:
 - attitudes and motivations about domestic abuse? Why do you say that?
 - behaviour? Why do you say that?
 - (P) on positive changes that you may have seen that are related to the programme
 - Are any parts of the programme more effective at change than others or are there points more than other within the programme that you notice change
- What would you say are the aspects of the men's programme that contribute to change of attitudes and behaviours the most? Why?
- What would you say are the aspects of the men's programme that contribute to change the least? Why?
- How effective is the system in supporting partners/ex-partners? Why do you say that?
 - What aspects of the programme do you think meets the partners/ex-partner's needs the most? Why?
 - What aspects of the programme do you think meets the partners/ex-partner's needs the most? Why?

Monitoring data

- How do you find the process for collecting data on programme participants?
 - Straightforward, complicated, cumbersome? Why?
- Is data being collected **on all** programme participants and partners?
- What could be done to improve the data gathering process?

Sum-up

- What words would you use to describe the Caledonian System?
- What do you think could be done to improve the programme and support offered?
- What would you do, if anything, to improve the system?
 - For men?
 - For women?
 - For children?
- What would you do, if anything, to improve the delivery of the programme?
- Is there anything else that you would like to add or comment on before we close the interview?

Technical appendix

Method

Qualitative

1. The data was collected by in-depth interviews
2. The target group for this research study was programme participants of the Caledonian System Programme, participant's partners/ex-partners and staff.
3. The sampling frame used for this study was provided by the client – programme participants
4. In total, 17 men's depths were conducted, 13 women's depths and 9 staff.
5. Fieldwork was undertaken between the 9th of February and the 15th of March 2021
6. Respondents were recruited by telephone by Progressive's skilled in-house team of qualitative recruiters.
7. In total, 4 moderators were involved in the fieldwork for this project.
8. All research projects undertaken by Progressive comply fully with the requirements of ISO 20252, the GDPR and the MRS Code of Conduct.

Monitoring data

1. Data and reports were provided by Community Justice Scotland
2. The data was charted for the report. Analysis was conducted on the data where possible
3. Limitations in the data limited the conclusions that could be drawn
4. Sample sizes varied across questions so accurate, significant testing could not be carried out for all questions.