CALEDONIAN SYSTEM EVALUATION: ANALYSIS OF A PROGRAMME FOR TACKLING DOMESTIC ABUSE IN SCOTLAND

CRIME AND JUSTICE

CALEDONIAN SYSTEM EVALUATION: Analysis of a programme for tackling domestic abuse in Scotland

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Acknowledgements

Policy messages and key findings

This report presents findings from an evaluation of the Caledonian System, an integrated approach to addressing domestic abuse which combines a programme for male offenders with support services for women and children affected by domestic abuse as both victim and witnesses.

Policy messages

- The programme is clearly rated very highly by participants, staff and (female) partners interviewed for this evaluation. There is also evidence that women feel safer and that men who complete the programme pose a lower risk to partners, children and others by the end of the programme. Although the evaluation provides evidence of these positive perceived impacts, limitations of timescale and available data mean that it cannot conclusively demonstrate impact.

- While overall the Caledonian System is being delivered in line with its core principles and design, the evaluation identifies a number of areas for further reflection and/or improvement, including:
    - reflecting on the role of the Children's Worker and how they work with families. Is there a need for (more) direct work with families or can children's needs be consistently met by referrals to other services? More widely, is there a gap in the services available to children affected by domestic abuse?
    - considering whether more direct input to the System (in addition to that provided through existing referral networks) from psychologists or other specialists would enhance the support offered, particularly for men and women with needs relating to mental health or substance use issues
    - updating the manual to improve usability (e.g. by simplifying the language), and to reflect changes in the world and in how domestic violence manifests in relationships
    - enhancing training and ongoing learning opportunities for staff (including building in further discussion around information sharing and joint working)
    - discussion of the staffing structures and physical locations that would best support effective delivery across current/future Caledonian Hubs.

- There is also a clear need to improve the data being collected to support monitoring and evaluation of the System. In particular, there is a need to consider:
    - Whether psychometric tests should be retained as key components of the men's monitoring data. If they are, there may be a need for further training on how they should be interpreted and used in practice by staff delivering the men's programme
    - Whether partner behaviour checklists should be retained as key outcome measures in the women's monitoring data
    - Whether different outcome measures should be used with women, which would be equally relevant regardless of contact with (ex) partner

- o Whether the structure of the monitoring data needs changing to (a) provide more timely data on participation rates and (b) to better reflect women's actual patterns of engagement with the System.

  - o What the explanations might be for the considerable data variations across hubs (e.g. in attrition rates) and how best to address these.

  There is also a need to provide guidance and consider the resources required to facilitate more regular and consistent analysis and use of the monitoring data to inform policy and practice going forward.

- As noted above, timing constraints meant that this evaluation was reliant on monitoring data collected for all participants and qualitative interviews with a smaller number of participants, staff and stakeholders. To provide more conclusive evidence of impact, there is a need to consider whether it is feasible to source a sizable control or comparison group of families and conduct a longer-term (3-4 year), larger-scale prospective evaluation.

Key findings

The evaluation involved quantitative analysis of monitoring data (collected and provided to the evaluation team by the five regional Caledonian 'Hubs') and qualitative research with staff, men participating in the Caledonian men's programme, women supported by Caledonian System, and a small number of additional professional stakeholders. Wherever possible the report tries to triangulate evidence from different sources. However, it is important to keep in mind that participants' views were not always consistent with one another and that no one view of the System can be taken as definitive on its own.

Delivery of the Caledonian System

- Overall, the Caledonian System is being delivered in line with its core principles and design. There were, however, some variations in team structure and delivery across local areas.

- Delivery of the Men's Programme largely followed the structure provided by the manual. However, there were some examples of deviations from the manual reflecting either local resourcing issues or deliberate decisions by management and staff to vary content or delivery, primarily to try and better match it to men's perceived needs.

- Delivery of the Women's Service also largely appeared to reflect the aims and design of the System. However, there were again a few examples of local variations, particularly in relation to how Men's Workers worked with both Women's Workers and women themselves, and the service provided to new partners of men on the programme.

- Staff expressed a range of views on the impact of variations in team structure. While one view was that the ideal was for staff to be focused solely on the Caledonian System, another was that being able to draw on experience of delivering other related programmes brought a 'broader perspective'.

- The Children's Worker role was described as still developing. It was suggested that there is a need for greater consistency across areas in what Children's Workers

offer – in particular whether Children's Workers should work directly with children or not.

Participation and reach

- Uptake of the Men's Programme and Women's Service is difficult to quantify precisely, because of limitations to the Caledonian System monitoring data. However, from the data available, at least 941 men had started the Men's Programme and 598 women had taken up the offer of support from the Women's Service.

- It is similarly difficult to quantify completion and attrition within the men's programme. There is considerable variation across Hubs in the levels of attrition and completion recorded in the monitoring data. It is unclear to what extent this reflects genuine differences in completion rates vs. differences in how the monitoring data has been completed. There is a need for further examination of this, to better understand the reasons for variation and what can be learned from this.

- Engagement with the women's service may fluctuate or tail-off over the course of the two years the service is offered for depending on: levels of control experienced in relationships; anxieties about the impact of participation on partner's cases; changes in women's own circumstances; and improvements in women's self-confidence. The level of engagement at the two-year point is therefore arguably a less relevant outcome measure for the women's service (since they are under no obligation to stay engaged for this length of time).

- 9 in 10 men were assessed at the start of the Men's Programme as posing a moderate or high risk of future domestic abuse to their partner, indicating that participants generally reflect the target group for Caledonian in terms of risk-levels.

- Men who successfully completed the programme had slightly lower levels of previous convictions and police call-outs for domestic abuse compared with those who did not complete it. This may suggest that more prolific offenders are more difficult to engage in behaviour change.

- A strong relationship with their Case Manager and men's own motivation to change were identified as the key factors influencing programme engagement.

- The vast majority (81%) of men had a problem with alcohol when they started the programme, while well over half (57%) had a problem with drugs. There was a perception that men with chaotic lifestyles, including alcohol and substance use problems, as well as those with mental health issues could be more difficult to keep engaged. It was suggested that having more direct input from professional psychologists built into the programme might be helpful to support work with these groups.

(Perceived) impacts on women and children

- The monitoring data provides only a partial picture of changes in the risk faced by women over time. However, there was a strong belief across women interviewed for the evaluation that the Women's Service, and the fact that it works together with the Men's Programme as a system, had both contributed significantly to making them feel safer.

- Key elements of the System that women identified as enhancing their safety were: the advice and support they received around safety planning; support and encouragement to contact the police about breaches of no-contact orders; and being better able to keep track of men's behaviour because of their involvement with the Men's Programme.

- Staff and stakeholders also highlighted the ability of the System to provide women with a broader perspective on their partners' behaviour which could help them make more informed choices about the future of their relationships. For women with particularly controlling partners, being able to coordinate appointments with Men's Workers also helped Women's Workers support women safely (by enabling them to see women while their partners were with their Case Managers).

- Even when it was thought that the man's behaviour had not changed, these aspects of the System were viewed as enhancing women's safety.

- Other perceived benefits (from the Women's Service in particular) included: improved self-confidence; improved physical health; reductions in substance use; reductions in women's own criminal behaviour; and positive impacts on income and work.

- Women identified a range of positive benefits for children, from increased safety, to changes in problem behaviour, to increased emotional and mental wellbeing. Where children had received support directly from Caledonian Children's or Women's Workers, this was viewed very positively by women. However, there was some evidence of a gap in services available to work directly with children around domestic abuse.

- Men and women reported the ways in which they felt the Caledonian System had made them better parents: by improving their confidence (women), and by increasing their understanding of the impact of partner abuse on children and equipping them with skills to better control their reactions to their children and (ex) partners (men)

(Perceived) impacts on men

- Although the monitoring data cannot be used to conclusively assess the impact of the Men's Programme on behaviour, the evidence indicates that those men who completed it posed a lower risk to partners, children and others by the end of the programme.

- Psychometric data on changes in men's attitudes presents a more mixed picture (and is more difficult to interpret, given wider debates about the use of psychometrics). There was some evidence that participants make progress in terms of general attitudes and feelings that may be predictors of abuse, and in reduced tendencies to blame their problems on either chance or other people. However, there was less clear evidence of any change in whether men feel they have control over their own lives. The psychometric data also indicates that men may display a greater tendency to exaggerate positives about themselves by the end of the programme.

- Men said the programme had equipped them with techniques to better control their behaviour and reactions and helped them learn to communicate more positively

with their (ex) partners. The group sessions gave them the opportunity to practice new skills.

- Men also reported improved understanding of the nature of abuse and of appropriate behaviour in relationships; a greater awareness and understanding of the inequalities that exist between men and women; and a more 'positive mindset' about both their relationships and themselves.

- Other perceived impacts included: helping men to address substance misuse problems (an issue for a majority at Pre-group stage); improvements to health; and general improvements to confidence, particularly as a result of learning 'positive self-talk'.

- Women interviewed for the evaluation expressed more mixed views about whether the Caledonian programme had any impact on their (ex) partner. In some cases, they were unable to comment at all since they no longer had any contact with their ex-partner by the end of the Men's Programme.

1. Introduction and background

1.1 Addressing domestic abuse of women in Scotland

Domestic abuse is widespread and often hidden. The most recent findings from the Scottish Crime and Justice Survey (SCJS) show that, since the age of 16, 14.1% of adults had experienced 'partner abuse',[1] with 2.9% experiencing it in the last 12 months (Murray/Scottish Government, 2016).[2]

Both men and women experience domestic abuse. However, women in Scotland are much more likely than men to report having experienced domestic abuse at some point during their adult lives (18.5% compared with 9.2% of men in the 2014/15 SCJS). Murray et al argue that this finding is consistent with other research which distinguishes between situational violence and 'coercive control'. Coercive control refers to the sustained use of a range of tactics (including physical violence but also financial, sexual and behavioural control) over a period of time to control and dominate the other partner. Analysis of the Crime Survey of England and Wales indicates that 'coercive control is highly gendered and is significantly more damaging to its primarily female victims than is situational violence' (Myhill, 2015).

The Scottish approach to tackling the domestic abuse of women by men is framed by the Scottish Government and COSLA's joint strategy for preventing and eradicating violence against women and girls, 'Equally Safe' (Scottish Government, 2016). The long-term aim of Equally Safe is 'a strong and flourishing Scotland, where all individuals are equally safe and respected, and where women and girls live free from such abuse'. However, the strategy also recognises that gender-based violence is a deep-rooted problem, requiring significant cultural and attitudinal change, and that women and girls will therefore 'continue to experience violence in all its forms today, tomorrow and for some time to come'. In this context, intervention services remain key. The Caledonian System, which is the focus of this report, reflects Equally Well's strategic focus on interventions which: maximise women's safety; hold men to account for their violence; are early; and address men's re-offending.

1.2 The Caledonian System

The Caledonian System is an integrated approach to addressing domestic abuse. It combines a court-ordered programme for men, aimed at changing their behaviour, with support services for women and children. The Caledonian System has its origins in various Domestic Violence Perpetrator Programmes (DVPPs) developed in Scotland in the 1980s and 1990s, including CHANGE, based in Central Region, and the Lothian DVPP. The Caledonian System was developed from 2004, following a call from the Scottish Executive Effective Practice Unit to develop an accredited domestic violence intervention. The

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[1] Defined as 'any form of physical, non-physical or sexual abuse, which takes place within the context of a close relationship, committed either in the home or elsewhere. This relationship will be between partners (married, co-habiting or otherwise) or ex-partners.'

[2] Although experience of partner abuse remains widespread, analysis of the SCJS over time indicates that it has fallen since 2008/9 – from 18.2% saying they had 'ever' experienced it in 2008/9 to 14.1% in 2014/15. Similarly, the proportion reporting having experienced partner abuse in the last 12 months fell from 4.2% to 2.9% (Murray/Scottish Government, 2016).

Caledonian Men's Programme was subsequently the first offender-rehabilitation programme to be accredited by the Scottish Accreditation Panel for Offender Programmes (SAPOP[3]) in August 2009. In operation (initially in Edinburgh) since 2011, the Caledonian System is currently operating in four Community Justice Authorities by five 'hubs' (Aberdeen; Dumfries and Galloway; Lothian, Edinburgh and Borders; Forth Valley; and North Ayrshire), covering 13 participating local authority areas.

1.2.1 Key principles underpinning the Caledonian System

The development of the Caledonian System was informed by research and best practice evidence on what works in preventing domestic violence. Among the key theoretical and practical guiding principles underpinning the system are:

- **A 'systems approach'** – the combination of services for men, women and children. Working together with **the whole family** is central to the Caledonian System's ultimate aim of reducing the risk of harm to women and children. As outlined in the Theory Manual, research 'makes clear that working with men *in isolation* is potentially dangerous in terms of raising the risk of harm to women partners', for example because men may resent having to attend and blame their partner for the fact they are on the programme. The systems approach also encompasses being embedded in a **wider system of multi-agency working** as a pre-requisite for successful intervention.

- **Working towards 'good lives'** – in working with men, the System does not focus only on their deficits, but also on their personal goals for a 'good life' and how they could achieve these as a means of motivating them towards positive change.

- **An 'ecological model' of behaviour** – 'ecological models' of behaviour, including abusive behaviour, argue that behaviour is influenced at various levels, from the individual, to the familial, to broader social and cultural contexts. This model influences how the programme works with men – for example, examining social stereotypes about gender roles as well as exploring the specific factors in individual men's lives that may have contributed to their propensity to abuse, such as their own exposure to violence and their use of alcohol and drugs.

1.2.2 Core elements of the Caledonian System

The Caledonian System is supported by a series of detailed manuals which set out the background to the programme, its core elements, and how each element should be delivered. In summary, the System comprises:

- [A Men's Programme](#) lasting at least two years and comprising a minimum of 14 one-to-one preparation and motivation sessions (**Pre-Group** stage), a **Group Work** stage of at least 26 weekly three-hour sessions, and further post group one-to-one work (**Maintenance** stage). The Men's Programme is highly structured, with each session detailed in the Men's Programme manual. It is delivered by Case Managers (who deliver the one-to-one sessions and manage individual men throughout their time on the programme) and Group Workers (who deliver the Group Work stage). Participation in the Men's Programme is a mandatory requirement of a statutory order or licence: they are referred by court order if they have been convicted of

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[3] The predecessor to the Scottish Advisory Panel on Offender Rehabilitation (SAPOR)

offences involving domestic abuse and are assessed as suitable candidates in terms of risk and readiness to change.

- **A Women's Service**, which provides safety planning, information, advice and emotional support to women partners and ex-partners of men referred to the Men's Programme. It is provided by dedicated Women's Workers, who aim both to reduce the risk to women and their children, and to improve women's social and emotional wellbeing. In contrast with the Men's Programme, the Women's Service is voluntary – women are not obliged to accept the support they are offered.

- **A Children's Service**, which aims to ensure that the needs of children (whose father or whose mother's (ex) partner is on the Men's Programme) are met and their rights upheld. It is supported by Caledonian Children's Workers, who do not necessarily work with children directly but rather ensure their rights and needs are being considered both within the Caledonian System and by wider services.

1.3 Evaluation aims

Ipsos MORI Scotland were commissioned by Scottish Government Justice Analytical Services in February 2016 to evaluate the Caledonian System. The evaluation is intended, as far as possible, to provide learning about both processes and outcomes from delivery of the System to date in order to feed into application for reaccreditation by SAPOR. It has four main aims:

1. To examine whether the System meets SAPOR's design standards (specifically Standard 7, which stipulates a process and outcome evaluation)

2. To assess to what extent, and how, the planned activities have taken place

3. To assess to what extent, and how, the short and medium (and, where possible, long) term outcomes have been realised (including which aspects of the system work, for whom, and under what circumstances), and

4. To propose a data collection framework for a future evaluation.

The evaluation was **not** designed to assess differences in success or impact between Caledonian hubs, although the report does include some summary information about the overall numbers of Caledonian System participants across different local Hubs and some discussion of variations in local practice.

1.4 Evaluation design

The evaluation adopted a mixed method approach, combining analysis of **quantitative monitoring data** supplied by each of the participating Caledonian System hubs, with **qualitative interviews** with:

- Participants in the Men's Programme (21 in total)

- Users of the Women's Service (19 in total)

- Staff involved in delivering the Caledonian System (Men's, Women's and Children's Workers and Delivery Managers – including 25 Men's Workers, 11 Women's Workers, 3 Children's Workers – one of whom was also a Women's Worker – and 3 Delivery Managers)

- 4 stakeholders from other services, including Children and Families Social Work and Scottish Women's Aid.

Analysis of the monitoring data focused on examining the level of participation and attrition, as well as changes in key outcome measures. Qualitative interviews focused on exploring perceptions of the delivery and impact of the Caledonian System and on identifying areas for improvement.

Participants in the Men's Programme and Women's Service and stakeholders from other services were all interviewed individually, while staff were interviewed in small groups.[4] All interviews were conducted by members of the Ipsos MORI research team, using flexible topic guides to ensure key topics were covered while enabling the researchers to follow-up on particular issues as they arose (see Annex A for copies of topic guides). With participants' permission, interviews were audio-recorded, transcribed and summarised for further analysis using a thematic framework based around key research questions.

1.5 Challenges and limitations

Evaluations are always subject to ethical, methodological and practical limitations, but evaluations of DVPPs raise more challenges than most. This section outlines the challenges associated with this evaluation and the limitations this places on some of the conclusions that can be drawn. In reporting the evaluation findings, the report attempts to strike a balance between drawing out evidence that might point to programme success or failure, while at the same time reminding the reader of the various limitations that apply to the conclusions that can be drawn from the data.

1.5.1 Lack of a control group

The most reliable way of establishing the impact of an intervention is to compare outcomes for participants with outcomes for similar individuals who did not go through the intervention (a 'control' group). However, given that finding a sizable matched control group of families would have been challenging given the programme design and impossible given the evaluation timeframe (the evaluation took place from mid-February to mid-June 2016), we were unable to compare the findings with a comparison group of families affected by domestic abuse but not involved in the Caledonian System in this evaluation. As such, any quantitative changes observed in this report cannot be conclusively attributed to the Caledonian System.

1.5.2 Determining what counts as evidence of 'success'

Deciding on appropriate outcome measures for DVPPs is far from straightforward. SAPOR are concerned primarily with offender rehabilitation and 'desistance' (stopping offending). However, for DVPPs in particular police call-outs and reconviction rates are not necessarily reliable indicators of this, since a consequence of supporting women to recognise the signs of abuse can be to *increase* police call outs and/or charges. At the same time, focusing solely on whether or not *men's* behaviour has changed as a result of

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[4] With the exception of one Women's Worker who was interviewed individually. The researchers ran two groups in each area – one involving Men's Workers and one involving Women's and Children's Workers. One delivery manager participated in a group discussion, while two were interviewed at a Delivery Managers event. The report also draws on additional discussions with staff – particularly Delivery Managers and Data Champions – during the course of fieldwork, including during a Caledonian practitioners' event in early March 2016.

the Caledonian System runs the risk of missing out on important impacts for women and children, that may occur whether or not their (ex) partner's behaviour has improved. In this report, we use the monitoring data to explore whether there is at least tentative evidence that the Caledonian Programme is associated with moves in the right direction in terms of the risk profiles of men, while the accounts of men, women and staff are used to explore perceptions of a range of potential impacts of the programme for men, women and children, including risk behaviours, safety, and wider wellbeing.

1.5.3 Gaps in the monitoring data

Data entered into the Caledonian monitoring database from late 2010 to mid-April 2016 was provided to the research team. This data includes a wide range of measures that could be used to look at outcomes (albeit with the caveat above that without a control group it is not possible to definitively attribute these to the Caledonian System). However, there were some substantial gaps in both the overall number of cases included in the monitoring data and the number of records for specific outcome fields. This limits the conclusions that can be drawn from the data about participation, attrition and whether specific outcomes were apparent. Issues relating to the monitoring data are discussed in more detail in relevant sections of the report and in Appendix B.

1.5.4 Barriers to triangulating accounts

In their review of published studies of DVPPs, Kelly and Westmarland (2015) note that the 'first generation' of studies of DVPPs in the US, Australia and the UK which focused on men's behaviour change as measured by convictions and/or men's self-reports came in for heavy criticism, with later studies that also interviewed women finding significant disparities in men and women's assessment of change. However, studies which have tried to address this through tracking women's perceptions of change have experienced considerable challenges around recruiting and retaining women in the research (see both Kelly and Westmarland, 2015 and Eckhardt et al's 2013 evidence review). Moreover, as Kelly and Westmarland highlight, women who are no longer in a relationship with the man who committed the abuse may not be in a position to assess change on some dimensions.

In this evaluation, while both men and women were interviewed there was no attempt to 'match' these interviews – it was not considered appropriate to interview men and their partners/ex-partners as this could increase risk for the women concerned. As such, it is not possible to directly triangulate the individual accounts of men with those of the women interviewed for this evaluation. Moreover, of the 19 women interviewed, 11 had no contact at all with their ex-partner, two had only occasional contact, while one was a new partner, who had not been with the man at the time of the offence that led to him being on the Caledonian System. As such, their ability to comment on the impact of the programme on men (rather than on them or their children) was inevitably limited. The same issue also means that parts of the monitoring data that might in theory be used to examine women's perspectives on men's behaviour change are in fact too incomplete to be provide a reliable measure of change over time.

A further limitation is the absence of children's views in the evaluation. Given that the Caledonian System is intended to benefit children as well as their parents, ideally the evaluation would have incorporated data on their views and experiences. However, the design of the System (whereby only a minority of children actually work with Caledonian Workers directly) and the timetable for the evaluation presented barriers to including

children appropriately and ethically. Some children may be relatively unaware that their parents are involved in the Caledonian System, or of indirect support it has provided to them - framing interviews appropriately would have been challenging. At the same time, identifying and recruiting children to the evaluation would have required a longer lead in time than was available, given the need to go through gatekeepers and to ensure additional ethical scrutiny of recruitment and interview protocols. Wherever possible this report tries to triangulate evidence from different sources. However, it is important to keep in mind that participants' views were not always consistent with one another and that no one view of the System can be taken as definitive on its own.

1.5.5 Barriers to 'engaging the disengaged'.

It was not possible within the evaluation timescale to adopt a prospective approach to the research (whereby participants are recruited at the start and interviewed repeatedly as they progress through – or leave – the programme). As a result, it was decided to focus on men and women who were (or whose partners were) nearing the end of the Group or Maintenance stages of the programme so that they could comment on the impact of the programme as a whole. This inevitably meant that those we interviewed tended to be those who were more engaged with the programme. Moreover, as the researchers had no means of directly contacting participants, the evaluation was reliant on Caledonian System staff to recruit men and women for interviews. While the research team worked with staff to attempt to minimise recruitment bias,[5] accessing a sample of men who had left the Men's Programme or women who had little or no contact with the Women's Service was not feasible. As such, while interviews with staff, women and men identified a wide range of views and experiences, it is possible that there are further variations that are not fully captured – particularly around the experiences of men who do not complete the Caledonian programme, and of women who decline the offer of support from the Women's Service.

1.5.6 Limitations on the number of areas visited and interviews conducted.

Although the evaluation interviewed participants and staff in all five of the 'Hubs' in which the Caledonian System is being delivered, it was not possible within the evaluation timescale or resources to recruit people from every team or every local authority area within these Hubs. There may, therefore, be further variations in local Caledonian practice and experience that are not captured in this report.

In addition, the evaluation team were only able to speak to a limited number of stakeholders within the resources and time available. Stakeholders in other geographic areas, or from other sectors, may have had different views on the Caledonian System. In particular, we had hoped to include Sheriffs and Police Scotland representatives in the evaluation but attempts to recruit them for interview proved unsuccessful.[6]

1.6 Report structure and conventions

The remainder of this report is structured as follows:

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[5] By asking Hubs to submit anonymised lists of participants and suggesting who they should approach first.

[6] The evaluation team only received consent to contact two Sheriffs, and repeat attempts to set up interviews with Sheriffs and with Police Scotland proved unsuccessful. The timetable for interviews was fairly tight, however, which may have been a barrier for some stakeholders.

- **Chapter 2** describes the **operation of the Caledonian System** in Scotland. It reviews variations in how it is being delivered in different areas and explores perceived facilitators and barriers to effective partnership working with other organisations.

- **Chapter 3** examines **participation in the Caledonian System**. It examines uptake, engagement and attrition in the Men's Programme and uptake of and engagement with the Women's Service.

- **Chapter 4** examines the **perceived impact of the Caledonian System on women and children**, including impacts on safety, parenting, and wider wellbeing.

- **Chapter 5** examines the **impact of the System on men**'s behaviour, attitudes, and needs.

- **Chapter 6** summarises **recommendations for improvement** of the System in general and discusses **how to strengthen monitoring and evaluation** of the System specifically.

1.6.1 Report conventions

As discussed above, Caledonian participants, staff and stakeholders were interviewed for this evaluation using a qualitative approach. Qualitative samples are generally small, and are designed to ensure a range of different views and experiences are captured. It is not appropriate given the number of interviews conducted to draw conclusions from qualitative data about the *prevalence* of particular views or experiences. As such, quantifying language, such as 'all', 'most' or 'a few' is avoided as far as possible when discussing qualitative findings.

In order to protect anonymity, participants in the Men's Programme and Women's Service are identified using anonymous reference numbers or letters only, while quotes from staff are not attributed to specific areas (given the small numbers of staff employed in each area, a job title in combination with an area reference could easily be identifying).

2. The operation of the Caledonian System

Key findings

- Overall, the Caledonian System is being delivered in line with its core principles and design. There were, however, some variations in team structure and delivery across local areas.

- Staff expressed a range of views on the impact of variations in team structure. While one view was that the ideal was for staff to be focused solely on the Caledonian System, another was that being able to draw on experience of delivering other related programmes brought a 'broader perspective'.

- The Children's Worker role was described as still developing. One view was that there is a need for greater consistency across areas in what Children's Workers offer, including whether or not they work directly with children and families.

- Delivery of the Men's Programme largely followed the structure provided by the manual. However, there were some examples of deviations from the manual reflecting either local resourcing issues or deliberate decisions by staff to vary content or delivery, primarily to try and better match it to men's perceived needs.

- Delivery of the Women's Service also largely appeared to reflect the aims and design of the System. However, there were again a few examples of local variations, particularly in relation to how Men's Workers worked with both Women's Workers and women themselves, and the service provided to new partners of men on the programme.

- Partnership working with other services was generally described in positive terms by both Caledonian staff and stakeholders from Children and Families and Women's Aid. However, staff did identify issues around differences in understandings of domestic abuse, particularly among Sheriffs, and information-sharing by police in some areas.

2.1 Introduction

This chapter summarises findings on how the Caledonian System has operated in practice across the five Scottish 'hubs', in order to assess whether it has been delivered as planned. It also explores wider issues around operational delivery which may have implications both for the future development of the Caledonian System and for other services that work with families at risk of domestic abuse, including:

- Variations in delivery across Hubs, and any potential learning from this, and

- How the Caledonian System works with other partners (including managing 'system-generated' risk).[7]

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[7] 'System-generated risk' refers to the ways in which involvement with a service might actually increase rather than reduce the risks to women – for example, as a result of men trying to control women's engagement with the service, or as a result of information sharing leading to breaches in women's confidentiality.

The findings are based primarily on interviews with staff across the five hubs. As discussed in Chapter 1, it was not possible within the evaluation timescale and resources to speak to staff in every local authority area involved in delivering Caledonian. As such, while interviews reflected a range of experiences, it is possible that there are further variations in practice or opinion that are not fully captured here.

2.2 How is the Caledonian System being delivered in Scotland?

2.2.1 Staff roles and responsibilities

In order to deliver the Caledonian System, a number of specific roles are required, including:

- **A System Manager** (responsible for overall managerial oversight of staffing, communication, practical arrangements for running the services and monitoring and evaluation)

- **A Delivery Manager** (who may in practice also be the System Manager), who is responsible for day-to-day management of delivery, including monitoring the integrity of delivery, providing supervision and support to staff, and implementing any nationally agreed changes

- **Programme assessors**, who assess whether men are suitable for the programme, and who may also be Case Managers and/or Group Workers

- **Men's Case Managers**, who deliver the Pre-group and Maintenance sessions to men as well as supervising their order or licence throughout

- **Men's Group Workers**, who deliver the Group stage

- **Women's Service Workers**, who are the main point of contact for women partners as well as playing a key role in risk assessment and management

- **Children's Service Workers**, whose role is to ensure that children's rights are upheld and their needs met.[8]

All the teams interviewed for the evaluation had staff in each of the roles above. However, there were some variations both within and across Hubs in terms of the precise team structure. In particular, teams varied in terms of:

- **Whether or not they were only working on the Caledonian System or whether staff also had other roles.** The City of Edinburgh has a dedicated Caledonian Team, working exclusively on the Caledonian System (although the Edinburgh team also work with additional case managers based in local criminal justice teams, who work on Caledonian alongside other work). In other areas, at least some members of the team had multiple roles – for example, Men's Workers either worked on general criminal justice social work cases, or delivered other offender intervention schemes with some similarities to Caledonian, such as the Moving Forward, Making Changes programme for adult male sexual offenders and the Constructs programme for adult male persistent offenders. The Women's and Children's Workers we interviewed also varied in whether they only worked on Caledonian, or

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[8] For further detail on each of these roles and their key responsibilities, see the Caledonian System Synopsis manual.

whether they also did domestic abuse work with women whose partners were not on the Caledonian Men's Programme.

- **Whether the Men's Workers carried out assessment, case management and group work, or were only involved in one or two of these roles**. In some areas, Men's Workers did all three, but in others case management and group work were delivered by different members of staff.

- **What tasks the Children's Worker undertakes and whether or not this role was combined with a Women's Worker role.**

While all these variations in staff structure are allowed for in the programme manuals, it is nonetheless worth reflecting on the potential impacts of these differences in order to inform future delivery. In this context, it is important to note that staff views on the impact of differences in team structure varied. One view – expressed both by staff in teams where this was the case and by staff with experience of other models – was that the ideal was for the whole team to be focused solely on the Caledonian System. Staff who were able to focus exclusively on Caledonian System work felt that this strengthened their expertise in delivering the programme and helped to support stronger relationships with key partner agencies (since they were in more regular contact with them). However, where staff teams were working on other offender interventions in addition to Caledonian, this was also seen as having benefits in terms of being able to draw on other programmes to bring a *'broader perspective'* to their practice.

Being able to work on both case management and group work was similarly seen as building greater expertise in comparison with working on different elements separately – delivering all stages of the programme was described as giving Men's Workers '*a much better understanding of the overall picture of the Caledonian System'* so that '*you know where your work is going to'*.

A related issue was **whether or not teams were co-located** (something that varied both between and within Hubs), with Delivery Managers, Men's, Women's and Children's Workers all based together. Co-location was seen as fostering a *'strong team identity'*, providing support for (particularly new) team members, making it easier to implement regular client liaison meetings between Men's, Women's and Children's Workers, and facilitating more effective information sharing between Men's, Women's and Children's Workers in general. Staff spoke about the '*symbiotic relationship'* between Men's and Women's Workers and emphasised the benefits of co-location in supporting this joint-working. Discussions with Women's Workers provided a continual check on men's accounts of their own behaviour and a better awareness of the whole family dynamic.

The role of the Children's Worker within the Caledonian System was described as '*probably the one (role) that is developing the most'*. However, one view was that there is currently too much variation in what children are being offered by Caledonian across areas, reflecting differences in both local resourcing of this role and local practice decisions. In particular, there is variation between areas in **whether or not Children's Workers ever work *directly* with children and families themselves** to support them in addressing the consequences of domestic abuse, or whether they always refer children to other services to meet their needs. Although Children's Workers all referred children to other services on occasion, in some areas they also had a small caseload of families with whom they worked directly. There is also variation in whether Children's Workers work

with men in the programme, either one-to-one or through delivering elements of the 'Children and fathering' module of the group work sessions.

These differences in the tasks Children's Workers engage in between areas have resource implications. Where Children's Workers were *not* working directly with families, staff did not report any particular workload challenges, or issues around combining women's and Children's Worker roles. However, where Children's Workers were supporting families directly, they reported that they were not always able to accept every case they were asked to take on, either because they did not have sufficient time, or because of conflicts around the same Children's Worker working with multiple members of the same family (for example, a child and a father). Staff in areas where the children's work and women's work roles were combined also commented that they would not currently be able to resource this kind of direct support to families. The implications of variations in the Children's Worker role are discussed further in section 2.6 and Chapter 6, below.

2.2.1 Consistency of delivery and use of the manuals

Delivery of the Men's Programme

As described in Chapter 1, the Caledonian System is supported by a series of detailed manuals (see 'References'). However, although there are manuals for each service within Caledonian, the Men's Programme is more highly structured than either the Women's or Children's Service. The Men's Programme manual includes detailed plans for each of 14 pre-group activities and for 26 group work sessions covering themed six modules (lifelong change, responsibility for and to self, relationships, sexual respect, men and women, and children and fathering).

The Caledonian Men's Programme manual is almost 400 pages long. As such, it was not possible for the evaluation to assess whether every element of the programme was being delivered as specified. However, overall the accounts of both staff and men who had participated indicated that the main components (the general principles of the programme; the structure, length and duration of Pre-group, Group and Maintenance sessions; the topics covered; and the core exercises and techniques included in the manual) were being delivered in line with the design of the System.

Men's Workers interviewed for the evaluation were broadly very positive about the structure provided by the manual. Although some reported using the manual more flexibly over time as they became more familiar with it, it remained a regular point of reference throughout delivery of the Men's Programme

> *The programme is so intense and there is so much to it, I don't think you could remember every single aspect without having the manual.*

> *(Men's Worker)*

Where staff identified deviations from the manual, these fell into two categories: those that reflected staffing and resourcing issues; and those that reflected deliberate decisions by staff to adapt the content or delivery with the aim of better meeting participants' needs. Examples of variations related to resourcing issues were:

- **Cases where Group Work sessions had to be delivered by two women staff** (instead of reflecting the gender-balanced co-facilitation recommended in the manual). This was attributed to difficulties recruiting suitable male staff.

- **Periods of time where men did not appear to be progressing through Pre-group preparation as quickly as they should**, as a result of staffing issues (this had been resolved by the time of the evaluation), and

- **Periods of time where meetings between Men's and Women's Workers were not happening regularly** (which in part appeared to reflect issues around co-location, discussed above).

Examples of deliberate decisions by staff to vary content or delivery included:

- **Dropping or amending exercises that were viewed as unhelpful or potentially risky**. Examples included:

  - **'Abuse accounts'** – the manual states that all men must present an account of their abusive behaviour to the rest of the group. This exercise is presented as a core means of holding men to account for their abuse. However, the value of abuse accounts was contested among staff. While some viewed them as useful, one area reported that they had stopped including them in the group work as they felt they were *'shame inducing'* and unnecessary, since the whole programme was geared towards men talking about and accounting for their behaviour. Men themselves also expressed mixed views on the abuse accounts where they discussed them. One view was that it could be very daunting, particularly for men that are new to the group. However, in spite of this there was evidence that it could help men to acknowledge their behaviour and move on from it.

    It was very emotional at times, very tough actually…. In a way I'm actually kind of glad I did that because it couldn't be any worse, I don't have anything worse than that, that I've ever done… I can look at it and say "actually I'm a much better person than that, I will never do that again".

    (Men's Programme participant D)

  - **Elements of role playing** – Staff highlighted that where role plays involved specific (fictional) scenarios between couples, this could increase risk to women, as men might mistakenly think it was based on discussions with their partner. This concern was reflected in comments from a woman participant that her partner had in fact believed that fictional examples discussed in a group had been reported by her, resulting in 'intense' conversations. One area also reported dropping a section where men were asked to role play getting angry, as they found this counter-productive.

- **Reordering sessions or content.** For example, it was suggested that one of the exercises that occurs in the first session of the 'children and fathering' module could be quite distressing and might be more appropriate to introduce later in the module. One area also reported moving some of the paperwork from the start of the Pre-group to later in the Pre-group stage, since they felt that the volume of paperwork

could hamper building an effective 'therapeutic relationship' with men – something central to the Caledonian Men's Programme.[9]

- **Adding to exercises to get more out of them.** For example, the manual recommends using the metaphor of an 'iceberg' to identify and discuss the behaviour, feelings, thoughts, and beliefs that have led them to be on the programme. However, workers felt this exercise was improved by using a 'split iceberg' that encouraged men to think not only about their abusive behaviour, but also about where they want to get to in the future.

- **Adapting exercises to meet the specific needs of men** in terms of cognitive ability, personality or specific circumstances – for example, by modifying the language or examples used.

Drawing on their experiences of delivering the manual, Men's Workers had various suggestions for improvement, which are outlined at the end of this Chapter.

Delivery of the Women's Service

Although there are detailed manuals and materials for the Women's Service (again totalling around 400 pages), delivery is much more loosely structured than the Men's Programme (necessarily so, given that participation is voluntary). While Women's Workers reported finding the Women's Service manual useful, it was suggested that they used them less often once they were experienced in delivering the programme, perhaps just dipping in to refresh or re-focus particular activities.

Given that a flexible, 'woman-centred' approach is built in to the Women's Service, assessing consistency of delivery is arguably less straightforward than for the Men's Programme. However, again the accounts of staff and women interviewed for the evaluation confirmed the delivery of key elements, including: regular, long-term support, mirroring the two-year time frame of the Men's Programme; a strong focus on safety planning and management of risk (both via direct work with women and liaison with the Men's Programme); and a commitment to empowering women, improving both their general confidence and emotional wellbeing and their specific understanding of domestic abuse and how it affects them. Staff interviews identified three exceptions to this, however.

1. **Whether or not men's Case Managers were always attending regular review visits with women.** The Women's Service manual states that men's Case Managers should meet with women partners/ex-partners at three key reviews to inform their assessment of the men's risk. However, Women's Workers indicated some differences in local practice and attitudes to case managers having contact with women directly (or in some cases even working closely with Women's Workers), reporting their belief that some Men's Workers felt *"there was something sneaky about going to see the woman"* given the Men's Workers' relationship with the man. Given the central importance of women's views to informing assessments of men's risk, this may be something that needs reinforcing across all Caledonian teams.

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[9] It is perhaps worth noting, however, that the usefulness of some of the early paperwork for monitoring and evaluation purposes (e.g. psychometric tests) is dependent on them being collected as early in the pre-group stage as possible.

2. **Whether or not the Women's Service was being consistently offered to new partners** as well as those women who were victims of the 'index offence'. The manual states that the Women's Service should be offered to both those women who experienced the offence which is the basis of the man's referral to the Men's Programme, and any new partners associated with that man. However, staff reported that this had not happened consistently across all Hub areas – something they attributed to resourcing issues (insufficient Women's Workers).

   There were mixed views among staff on how the Caledonian System should approach working with new partners. On the one hand, the current process, whereby workers are meant to visit all potential new partners, was felt to be too broad, in that it could involve offering support to someone who has only been on a couple of dates with the man and is no longer seeing them. On the other, offering no support to new partners was seen as potentially failing women who may be at greater risk in some cases than the partner who was the victim of the index offence:

   Because quite often the index offence person … after he's been lifted for that offence, they may never be together again, so you're offering this service for a two-year period. This woman's like "I've not set eyes on him for six months and I don't intend to." So there's only so much that you can do. But if he's in a new relationship and he's living in the same home, that woman's more at risk.

   (Women's Worker)

3. **Variations in the length of support offered to women whose partner is not given an order.** It was suggested that the manual's advice around the time-limited support to be offered to women whose partner is not in the end given an order to attend Caledonian may be too narrow – one view was that if Women's Workers had identified a woman whose safety was at risk at the assessment stage, they would continue to see her rather than leave her without support:

   Women's Worker 1: Sometimes we're the only person that woman has ever had contact with, you know …

   Women's Worker 2: Yes, that's what I mean and you can't then just go "he never got the order so, bye."

Other variations in delivery that may be worth reviewing included:

- **Assessment tools used with women** – Women's Workers questioned whether the assessment tools were always appropriate and reported that they were not always able to complete them at all the points recommended by the manual. The System manuals include a 37 item 'women's behaviour checklist' and a 55 item 'partner checklist', both of which focus on detailed aspects of abusive behaviour by men. Women's Workers acknowledged that these checklists could be useful in highlighting the multiple dimensions of abuse to women. However, they also felt that asking women detailed questions about men's abusive behaviour immediately after they have experienced abuse could be unhelpful, while asking the same questions at the end of the programme, when they may have moved on from the relationship altogether, could be irrelevant at best or re-traumatising at worst.

I know that we all struggle with that type of paperwork … If you're meeting a woman and she's extremely emotional, she's really upset, there is kids running around, we're maybe even in a public place because sometimes it's not safe to go to her house. The last thing we need to do is whip out a piece of paper and start asking her has he ever sexually assaulted you? Has he ever physically restrained you?

(Women's Worker)

In addition, it was suggested that the assessment tools were too focused on men's behaviour rather than women's needs. In one area, Women's Workers had responded by incorporating the CAADA-Risk Identification Checklist (RIC)[10], which they felt was better able to identify women's needs. These issues around the perceived appropriateness of the Caledonian women's checklists are reflected in gaps in the monitoring data, discussed in Chapters 1 and 4.

- **Running women's groups alongside one-to-one support** – Aberdeen Women's Workers ran both informal and more structured groups for the women they were supporting (a weekly drop-in café and a 12-week domestic abuse group programme for women). Interviews with women for this evaluation suggest this is something they found useful in terms of peer support.

Delivery of the Children's Service

Variations in delivery of the Children's Service between areas – and differences in staff views on this – have already been discussed. The revised Children's manual puts the focus on all staff (not just Children's Workers) sharing responsibility for ensuring children's needs are recognised and addressed, and on accessing universal services where possible. However, there are clearly still differences between areas in how the Caledonian's support for children is implemented – in particular, whether Children's Workers work with children (and their families) directly.

2.4 How does the Caledonian System work with other services?

Effective information sharing and joint working is vital to managing men's risk and maximising women and children's safety. Interviews with staff and stakeholders explored perceived facilitators and barriers to effective interagency working, with a specific focus on how system-generated risks are managed.

Caledonian staff report working with a very wide range of services. Children and Families Social Work, Police Scotland, and the Court service were mentioned as particularly key, but staff also worked with housing, health services, drug and alcohol support services, Victim Support, Women's Aid and a whole range of other voluntary and statutory services. Ease of inter-agency working varied across both agencies and areas. However, building strong relationships and having clear information sharing protocols in place were, unsurprisingly, viewed as key. Additional factors influencing partnership working included:

- **Partner agency awareness and views of Caledonian** – low awareness was linked by Caledonian staff with experiencing more challenges around inter-agency working, while high awareness and credibility was felt to be associated with easier access to information from other agencies. Staff noted that '*resistance*' from other

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[10] http://www.caada.org.uk/practice-support/resources-identifying-risk-victims-face

agencies – who may initially be unsure about the Men's Programme in particular – was usually overcome with time and joint working. This was supported by the accounts of stakeholders from Women's Aid and Children and Families Social Work, who regarded the Caledonian System very highly. Stakeholders interviewed for this evaluation acknowledged that information sharing between themselves and the Caledonian System had in some cases been difficult at the start, but felt that this had improved over time as a clearer sense of roles emerged. Working together on multi-agency forums, like the Multi Agency Risk Assessment Conference (MARAC), had also helped cement inter-agency relationships.

- **Shared understandings of domestic abuse** – Differences in understandings of, or approaches to dealing with domestic abuse across services could pose a challenge in joint working – for example, there was a perception among Caledonian staff that Children and Families social workers sometimes held women wholly responsible for keeping their children safe, ignoring the man's role. However, staff also felt the Caledonian System was playing an important role in disseminating best practice among wider services around how to support women and children and how to hold men to account.

  This view was confirmed by the accounts of stakeholders from Women's Aid, who reported the role of training from Caledonian staff in helping them understand the Caledonian System and the benefits of working with both men and women. Stakeholders also commented on the fact that, in working with men to address their problems, the Caledonian System is doing something different to other services, since other services may place more onus on women to protect themselves and their children. The Caledonian approach to safety planning was also reported by stakeholders to have influenced the delivery of safety planning by other services.

- **Sharing systems and paperwork** – there was variation between areas in whether or not Caledonian staff had access to social work databases. Where they did have access, it was commented that this supported both safer working for Caledonian staff (who could assess risks before going out on visits) and helped avoid re-traumatising women by reducing the need to ask for information already provided to other professionals. The area that was using the CAADA RIC assessment form with women reported that this had also facilitated partnership working, since other partner organisations working with women used the same form.

- **Organisational change** – some (though not all) areas reported some difficulties around joint working with the police, which they attributed to the transition to Police Scotland. In one area, it was reported that the quality and quantity of information sharing had decreased – for example, their joint protocols stated that Caledonian staff should always be notified if there had been a police call-out involving a participant, but this was not always happening. In other areas, however, previously good relationships with individual police officers or sections with a domestic abuse remit had been maintained and did not appear to have been impacted by the transition to Police Scotland.

- **The role of courts** – Caledonian staff expressed considerable frustration with the role courts – particularly Sheriffs – play in domestic abuse cases.

First, staff reported that there had been men who they believed would have benefited from the Men's Programme, and who had been assessed by them as suitable, but whom Sheriffs had not in the end referred as part of their Order.

Second, the sentences courts hand down were sometimes seen by Caledonian staff as too lenient. Where this was believed to be the case, it was viewed as having a major impact, not only for women themselves but for the ability of the Caledonian System and others to work with women effectively. Staff commented that where they had supported women through the court process but then both staff and women felt the sentence had only been 'a slap on the wrists', *'It makes them (women) not want to report again … if she is failed from the top it all sort of falls apart again.'*

Third, Caledonian staff felt that Sheriffs' interpretations of domestic abuse varied. This was seen by staff as a key factor explaining why sentences (in staff's view) were sometimes too lenient or were inconsistent between Sheriffs. They felt that it was difficult to influence Sheriff's understanding of domestic abuse, as Caledonian staff reported they had very limited access to Sheriffs in comparison with other groups of professionals they worked with, who they more often came into contact with through interagency forums and training.[11]

It is important to note (as discussed in 1.5.6, above) that we were not able to speak to any Sheriffs for this evaluation: they may have had a different perspective on court processes for domestic abuse cases.

2.4.1 Managing system generated risk

Caledonian staff were clear that system-generated risk (ways in which a service might increase rather than reduce risk to participants - see footnote 9, above) was a continual challenge in domestic abuse work, but reported that they took active steps to manage this. Examples included:

- Asking women for consent when they want to share information, while also being up front about when they might need to do so even without consent

- Considering carefully what source of information to quote to men on the programme when discussing their abusive behaviour – for example, favouring police or court reports over accounts of abuse given directly by women or children

- Being very careful about what information is stored on men's, women's and children's files (and keeping these separate).

There were, nonetheless, examples where staff believed 'system-generated risk' had resulted in adverse outcomes for women – for example, cases where information had been disclosed to men, either at their partner's request, or as a result of discussions between men in a group, and staff believed these disclosures had triggered subsequent assaults. However, in general staff believed that system generated risks were as well-managed as they could be within Caledonian. At the same time, they felt there were still some problems with the *'bigger system'* of services involved in domestic abuse cases – for

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[11] It is worth noting in light of these comments that the Judicial Studies Committee did recently run two-day training sessions for Sheriffs on domestic abuse. A short session on the Caledonian System formed part of this training.

example, courts disclosing a woman's address for bail conditions, or other professionals inappropriately sharing Caledonian reports about a male participant with their partner.

2.5 Suggestions for development or improvement

Participants' suggestions for improvement to the general design and operation of the Caledonian System itself related to: the manual and supporting materials; the timing of the Women's Service; training; and staff roles. Staff interviews also raise a number of issues around changes that might be required to the wider 'system' of services within which Caledonian operates to maximise its ability to secure positive outcomes.

- **Changes to the manuals**: While seen as comprehensive and well-thought through, there was a consensus that the manuals – particularly the Men's Programme manual - needed shortening, simplifying, and modernising to reflect both changes in the world and in how domestic abuse manifests itself in relationships, particularly around the growth of social media. Staff also suggested the Men's Programme manual should cover men's own experience of trauma, alcohol, and cultural differences in attitudes to domestic abuse in more detail.

   One staff view was that rather than a one-off update, supporting materials in particular should be updated or added to on a rolling basis. There was a strong desire from staff to be involved in updating the manuals – indeed, it was commented that staff had already identified numerous specific exercises that could be improved.

- **Changes to assessments and psychometric tests:** in addition to questions about the appropriateness of assessment materials built into the System for use with women (discussed above), Men's Workers also debated the value of the some of the psychometric tests used with men during the programme. The Caledonian System includes a number of psychometric tests and assessments. While one view was that some of these – particularly MCMI III[12] – were helpful in enabling staff to identify men with particular personality disorders or traits (and in informing how they subsequently work with them), staff commented that some of the psychometrics *"are not really used in practice to shape our thinking about the men"*. This issue is discussed further in Chapter 6, in the context of future evaluation.

- **Changes to the length of time the Women's Service is held open for**: Although the length of the Women's Service – the fact it offers a full two years of support – was viewed as a key strength, there was also a view that in some cases it was too long. Although the Women's Service is voluntary, Women's Workers do attempt to keep in touch periodically throughout the period the men is on the programme, unless a woman specifically requests them not to. It was suggested that where women move on from a relationship earlier on in that period, it may not always be appropriate (and could even be re-traumatising) to continue trying to initiate contact.

- **Training:** Staff and stakeholders identified various potential improvements to training:

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[12] Millon Clinical Multiaxial Inventory – a tool for identifying personality disorders and clinical syndromes – see http://www.pearsonclinical.com/psychology/products/100000662/millon-clinical-multiaxial-inventory-iii-mcmi-iii.html for further details.

- o **Increasing the length –** One staff view was that the training for Caledonian was not long enough, given the length and complexity of the manuals.

- o **Adding refresher training –** Men's and Women's Workers suggested that there may be a need for more refresher training, particularly where there is a big gap between Case Managers receiving their initial training and actually starting delivery (an 18-month gap was reported for one area).

- o **Greater involvement of practitioners in delivering training –** There was a desire among staff for current practitioners to be more involved in the delivery of training, so that they can more effectively share learning from their experiences of delivering Caledonian.

- o **Staff forums -** Staff suggested that local practitioners' forums should be reintroduced in areas where these were no longer happening, to support continual reflection and sharing of learning.

- o **More training for stakeholders –** Stakeholders from outside the Caledonian System commented on how useful they had found training delivered to them by Caledonian staff, and indicated that they would welcome more.

- **Staff roles:** Differences in local practice and opinion on the role of the Children's Worker, discussed above, suggest there may be a need to consider whether further clarity or guidance is needed – particularly in relation to whether or not Children's Workers should be working directly with children and families affected by abuse. As noted above, any changes to what is required from this role may also have resource implications that need to be considered.

- **Changes to the wider 'system':** While not a specific focus of this evaluation, comments around different understandings of, and levels of training around, domestic abuse among other services highlight the need to consider the ways in which the wider 'system' could respond to domestic abuse more effectively. As well as issues around variations in understandings of domestic abuse, particularly among those involved in the Court system, Caledonian workers also felt that the whole system of 'plea bargaining' works against 'holding men to account' for their behaviour, since they often arrive on the Men's Programme already having had several charges struck from their record. As discussed, unfortunately we were not able to ascertain the views of the judiciary on these issues as part of this evaluation.

3. Participation in the Caledonian System

Key findings

- Uptake of the Men's Programme and Women's Service is difficult to quantify precisely, because of limitations to the monitoring data. However, from the data available, at least 941 men had started the Men's Programme; and 598 women had taken up the offer of support from the Women's Service.

- There is a need for further examination of patterns of engagement and attrition across Hubs, and to better understand the reasons for any variations (and what can be learned from this).

- 9 in 10 men were assessed at the start of the Men's Programme as posing a moderate or high risk of future domestic abuse to their partner, indicating that participants generally reflect the target group for Caledonian in terms of risk-levels.

- Men who successfully completed the programme had slightly lower levels of previous convictions and police call-outs for domestic abuse compared with those who did not complete it. This *may* suggest that more prolific offenders are more difficult to engage in behaviour change.

- A strong relationship with their Case Manager and men's own motivation to change were identified as the key factors influencing programme engagement.

- There was a perception that men with chaotic lifestyles, substance use problems and mental health issues could be more difficult to keep engaged, and that further professional psychological input might be helpful to support work with these groups.

- Engagement with the Women's Service is voluntary and may fluctuate or tail-off over the course of a man's two-year order depending on: levels of control experienced in relationships; anxieties about the impact of participation on partner's cases; changes in women's own circumstances; and improvements in women's self-confidence.

3.1 Uptake, engagement and attrition in the Men's Programme

3.1.1 Referral and assessment process

Men are referred to the Caledonian Men's Programme following receipt of a court order, either as part of a Community Payback Order or Probation Order or as a requirement of post release supervision. On receipt of a court referral, the manager from the relevant service allocates an assessor (typically one of the case managers working with men on the programme) to undertake the man's assessment. The evaluation and assessment manual states that assessment of suitability should be based on a combination of information sources including:

- assessment interviews with the men

- joint interviews conducted by the Women's Service worker and the programme assessor with the partner / ex-partner, including the administration of the behaviour checklist

- the first administration of the Spousal Assault Risk Assessment (SARA[13]), which assesses men's level of imminent risk of violence to partners, children, and others. Men are considered to be suitable for the Caledonian Men's Programme if their level of risk of future domestic violence is assessed as 'moderate' or 'high'.

- information from the general needs/risk assessment conducted for the purpose of preparing the Court Report

- information from other relevant agencies such as the Police, child protection agencies and GPs

- Scottish Criminal Record Office records

- records already held by the social work department and those made available to them from other sources (e.g. NHS).

Across these information sources, a range of factors are considered when making the assessment, including housing stability, health, substance use, family history, domestic abuse history and motivation to change, all of which may impact on whether or not men are assessed as 'ready' to engage with the programme.

Although consistency of assessment was not explored in detail in evaluation interviews, feedback from Caledonian staff generally indicates that the process is being delivered in line with the guidance. One reported exception related to courts allowing insufficient time for staff to meet with the woman before writing the assessment report. However, there was a general perception that the assessment process was as thorough as it could be, and that triangulating reports from different professionals as well as accounts from both women and men meant that the right men were usually identified. This view was confirmed by stakeholder interviewees, who felt the level of time and detail associated with Caledonian assessments, in combination with the experience of those carrying out the assessments, meant that they were identifying the right people.

Staff acknowledged that men who were not ready or willing to be held accountable can manipulate Caledonian assessments to avoid a custodial sentence as '*it's easy to be someone else for a short time*', but felt that this was the exception rather than the rule, especially when the staff conducting assessments were experienced in doing so. It was suggested that assessment of suitability was, in practice, ongoing and that if staff realised that a man was not genuinely suitable for the programme, they could return their case to court. However, there was a suggestion that it would be helpful to have a review point after a few Pre-Group sessions before finally deciding on suitability.

3.1.3 Participation in and attrition from the Men's Programme

As indicated in Chapter 1, gaps in the Caledonian Monitoring data make it an imperfect guide to programme participation. The reasons for this are discussed in more detail in Appendix B, but in summary, discussions with Delivery Managers and Data Champions (responsible for entering data for each Hub) indicate that the monitoring data may underestimate the number of men who have participated in the Caledonian System by between 10% and 30%. However, while acknowledging this limitation, the monitoring data is the only available source of information that provides an indication of either the profile of participation or patterns of attrition in the Men's Programme.

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[13] See Kropp and Hart (2000) for details.

The data provided to the evaluation team includes records for **941 men who have started the Caledonian Men's programme since mid-September 2010** (see Table C.1 in Appendix C for breakdown by hub).

This figure includes cases that are still open (that is, men who may not yet have reached the Group or Maintenance stages of the programme). Of the 941 men included in the database as of April 2016, **an estimated 583 should have completed the programme** (based on their date of order). However, this can only be an estimate – in some cases orders may be extended beyond two years.

If only those men who are recorded as either having 'completed successfully', having 'breached' or had their order 'revoked', or who are recorded as 'closed' on the system but not as having completed successfully are included, then overall 37% are recorded as having completed the full programme successfully. There was, however, **considerable variation in recorded completion rates between areas** – from 18% to 67% (see Appendix C, Table C.2). Analysis by stage suggests that there is relatively low attrition at Pre-group stage, and that the programme experiences greatest attrition at Group stage.

Discussions with staff across hubs have raised **concerns about the reliability of these figures** – several hubs have indicated that their own separate data shows successful completion rates considerably higher than those indicated in Table C.2.[14] Both the overall completion rate, and variations in recorded levels of completion of the Men's Programme by area, therefore need to be treated with considerable caution – given known issues with the monitoring data, it is unclear whether or not these differences are genuine, or if they are simply a reflection of differences in how the monitoring data has been completed across Hubs. This issue clearly needs further exploration and discussion – establishing robust completion rates by area should be a priority going forward (see Chapter 6 for further discussion).

Given the Caledonian Men's Programme is a court ordered programme, where a participant does not complete the programme this almost always reflects a breach in order. However, the Caledonian database does not include sufficient information to assess the reasons for breach.[15]

In interpreting attrition completion rates from the Men's programme, it may be helpful to consider comparisons with other DVPPs in the UK and internationally. These show a wide variation in attrition rates. In part, this appears to reflect differences between court-mandated and community-based (voluntary) programmes. For example, in his systematic review Losel (2011) reports that while 68% of men completed a court-ordered programme in the West Midlands, only 23% completed a community-based programme in Devon (with a further 14% still on the programme at the time of the post-intervention evaluation

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[14] For example, Aberdeenshire estimate that there are 17 cases erroneously coded as not having completed, because the database would not let them enter a 'successful completion' outcome as they had not completed a specific psychometric with them (since it was only introduced in their area later), and a further 4 successful completions that were miscoded. Lothian and Borders own data indicates a successful completion rate of 60% - higher than the 55% derived from this analysis of the monitoring data.

[15] While there are fields in the database that allow reasons for breach to be recorded, these are incomplete and difficult to interpret – for example, of the 99 cases where a reason for not starting group work was recorded, 36 are coded 'no', with no further explanation.

assessment). However, drop-out rates tend to be fairly high across the board – attrition rates for the 11 programmes included in Losel's systematic review were rarely below 30%. Similarly, a recent study of two DVPP programmes in the US found that only 51% and 41% respectively of men referred to the programmes completed the programmes (Mills et al, 2013). A review of DVPP probation and prison programmes in England and Wales found that staff delivering the probationary programmes reported high levels of attrition, particularly in the pre-group stages, where a lack of real motivation to change was apparent (Bullock, et al, 2010).

Profile of participants in the Caledonian Men's Programme

The Caledonian Monitoring Data includes various fields capturing different aspects of participants' characteristics. Two-thirds of men on the programme (67%) were aged between 25 and 44 and almost all (98%) were white (See Appendix C, Tables C3 and C4). The monitoring data does not allow the identification of sub-groups within the 'White' ethnic category who may have specific needs – for example, in Edinburgh the Respekt programme delivers the Caledonian programme to Polish speaking men. There were no significant differences in age between those who completed the programme and those who did not, and no clear difference in ethnicity.[16]

Men may be referred to Caledonian after more than one conviction. However, the database includes a 'main index offence' for each case. The most common index offences were 'assault to injury' (36%), an offence under the Criminal Justice and Licensing (Scotland) Act 2010[17] (28%) and simple 'assault' (17% - Table 3.1[18]). Those who completed the programme successfully were slightly more likely than those who did not complete to have 'assault' or 'assault to injury' recorded as their main index offence (65% compared with 49%), indicating that those convicted of violent offences are certainly no less likely to engage with the programme once they accept it. Non-completers were more likely to have (mainly unspecified) 'other' offences recorded.

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[16] Although those completing the programme were slightly more likely to be recorded as 'White', this largely reflected a higher proportion of non-completers whose ethnicity was recorded as 'not known'.

[17] Which includes offences relating to threatening or abusive behaviour and stalking. Offences that would have been recorded as 'Breach of the Peace' pre-2010 would have been recorded under the Criminal Justice Licensing Act from 2010 onwards.

[18] Assault is defined as 'an attack upon the person of another'. 'Assault to injury' is a more serious charge than simple assault, and means the assault caused actual bodily harm.

Table 3.1: Type of offence for all men starting Men's Programme

Type of offence	% of total	% of successful completers	% of non-completers
Assault to Injury	36%	43%	34%
Criminal Justice and Licensing (Scotland) Act 2010	28%	20%	26%
Assault	17%	22%	15%
Breach of the peace	3%	3%	2%
Communications Act 2003 (Sec 127)	3%	4%	4%
Breach of Bail	2%	1%	3%
Criminal Law Consolidation (Scotland) Act 1995	1%	1%	1%
Assault to severe injury	1%	1%	1%
Other	8%	5%	12%
Base (all starting Men's Programme)	*941*	*187*	*355*[1]

Notes to table:

[1] This figure is slightly higher than that shown in Table C.2, as it is based on <u>all</u> those who had not completed, including some who breached their order within the last two years.

The record of prior police involvement with men on the Caledonian programme varies quite widely. A quarter of men (25%) had no previous convictions for domestic abuse offences before starting on the programme, a similar proportion (27%) had one, a third (33%) had two or three previous convictions, and 15% had four or more previous convictions (Table 3.2). The number of police call-outs for domestic abuse on record for participants tended to be higher than the number of actual convictions (unsurprisingly) – while around a quarter 22% had no previous police call-outs on record prior to their most recent offence, 10% had one previous call-out, 20% had two or three, and 47% had four or more previous call-outs on record.

The mean number of previous convictions was 1.9 among all men that started the programme; among those that completed it was lower at 1.6, while among non-completers it was 2.1. A similar pattern was apparent for previous police call-outs for domestic abuse. The mean number of previous police call-outs was 5.7; this figure was slightly lower (5.4) among those that completed the programme, but increased to 6.6 among those that dropped out of the programme.

Given the 'hidden' nature of domestic abuse, which does not always result in police involvement, there is no easy read across from levels of prior conviction or police involvement to severity of previous offending behaviour. However, keeping this qualification in mind, the differences in mean previous convictions and call-outs between men who completed Caledonian successfully and those that did not *may* indicate that those who have already been more prolific offenders at the time they are referred to Caledonian are more difficult to engage in behaviour change.

Table 3.2: Number of previous convictions and police call-outs for domestic abuse, all men starting Men's Programme

Number of previous convictions for domestic abuse	% of total	Number of previous police call-outs for domestic abuse	% of total
0	25%	0	22%
1	27%	1	10%
2-3	33%	2-3	20%
4-5	11%	4-5	14%
6-10	3%	6-10	19%
Over 10	1%	Over 10	14%
Mean no.	*1.9*	*Mean no.*	*5.7*
Base (all starting Men's Programme)			*941*

As discussed above, the Men's Programme is targeted at those who are assessed as 'moderate' or 'high' risk of future domestic abuse. Three categories of SARA risk scores are recorded in the monitoring data: risk to partner, risk to child and risk to others. As shown in table 3.3, the majority (90%) of men starting the programme were considered at assessment stage to have a 'moderate' or 'high' risk of future domestic violence against their partner. However, 10% (91 men) were considered to pose a 'low' risk to their partner. While it could, of course, be the case that this group were rated 'moderate' or 'high' risk to children or others, in fact further analysis identifies 72 men in the monitoring data who appeared to be categorised as 'low risk' at assessment on all three of these measures. So while the vast majority of men who receive Caledonian orders appear to fall into the target group for the programme, there also appear to have been a small number of lower risk men involved. The reasons for this are not clear from the monitoring data or from discussions with staff conducted for this evaluation, but may warrant further investigation. There does not appear to be any significant difference in the risk profile of those who completed the programme successfully and those who did not complete.

Table 3.3: SARA scores for men at assessment stage

	SARA 1 – Partner	SARA 2 - Children	SARA 3 - Others
High	30%	5%	4%
Moderate	60%	31%	27%
Low	10%	60%	69%
N/A	0	4%	0
Base: all with scores available	*940*	*940*	*937*

3.1.3 Engagement with the Men's Programme

In addition to providing data on programme participation and attrition, the monitoring data also includes measures of men's 'responsiveness' to the programme, with appropriateness of behaviour in sessions, participation, and 'therapeutic alliance' each rated by case managers from 0 ('poor') to 3 ('very good') at the end of the Pre-group and Group stages.

Analysis of this data suggests that, while men who remain on the programme tend to display fairly consistent and high (satisfactory or very good) levels of programme responsiveness on all three measures across the Pre-group and Group stages, those who leave before the end of Group stage are more likely to have poor scores on each dimension at Pre-group stage (Table 3.4). Programme responsiveness at Pre-group stage thus appears to be a good predictor of whether or not men will continue to engage with the programme.

Table 3.4: Programme responsiveness for men at Pre-group and Group stages

Score	Appropriateness of behaviour in sessions			Participation			Therapeutic alliance		
	Pre-Group scores *(those who left before end of Group)*	Pre-Group scores *(those who completed Group)*	Group scores	Pre-Group scores *(those who left before end of Group)*	Pre-Group scores *(those who completed Group)*	Group scores	Pre-Group scores *(those who left before end of Group)*	Pre-Group scores *(those who completed Group)*	Group scores
Poor (0)	23%	3%	4%	24%	3%	4%	24%	4%	5%
Marginal (1)	13%	9%	11%	14%	11%	12%	19%	15%	16%
Satisfactory (2)	40%	50%	51%	42%	48%	45%	36%	48%	47%
Very good (3)	24%	38%	34%	20%	39%	38%	21%	33%	32%
Base	*273*	*308*	*308*	*273*	*308*	*308*	*273*	*308*	*308*

As discussed in Chapter 1, the men interviewed for this evaluation tended to be highly engaged with Caledonian, and reported rarely missing any meetings or group sessions. However, their accounts did suggest more variation in levels of enthusiasm for the programme over time – for example, in some cases they had turned down the programme when it was initially offered, or had attended meetings only reluctantly to begin with. While the main reason for accepting the programme after initially turning it down appeared to be avoiding prison (after Sheriffs made clear this was the alternative), developing a strong relationship with their Case Manager and starting to see benefits from the programme were key factors in overcoming initial reluctance or anxiety about participation.

She built up a relationship with me. It's a bit like the doctor in the medical centre, if you're getting a different one every single time you go, he doesn't get to know you. Whereas if you're seeing the same one every time you can speak to them, you can let things out that you maybe wouldn't have let out and things like that.

(Men's Programme participant B)

First and foremost, I thought it was just to punish me, just to, "don't do this, don't do that". But I see that different now. (…) I wouldn't say I was enjoying it but I know what it's about now. It's, obviously it's to try and better me as a person, which I'm quite happy with.

(Men's Programme participant S)

Staff, stakeholder and participant interviews also highlighted the importance of men's own motivation to change in underpinning engagement with the programme.

It's a fabulous programme, but it can only really work when men acknowledge that they have a problem and want to change. Much of it is down to them.

(Stakeholder, Women's Aid)

Staff from one area discussed a period when they felt they had been pressured to accept men who were not as motivated to change onto the programme, which they believed had led to a lot of breached orders. These comments reinforce the importance of taking account of readiness to change in assessing suitability for Caledonian.

While one view among Men's Workers was that there was no particular pattern to the kinds of men who did and did not remain engaged with Caledonian, another was that those with chaotic lifestyles (particularly those with alcohol or drug problems) and those with mental health issues and personality disorders could be particularly difficult to keep engaged. While the assessment process is intended to screen out men with issues that would completely prevent them with engaging with Caledonian, in practice substance use and mental health issues which appear manageable at assessment may fluctuate over the two years of the programme.[19] While Caledonian staff work closely with other services, including mental health and substance use services, given the prevalence of these kinds of issues among their client group, it was suggested by staff that further support, such as more direct input to the System from professional psychologists might help them to manage their approach to men with more complex needs in these areas.

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[19] A fact that makes it difficult to use the monitoring data to assess whether or not those with alcohol and drug problems are indeed more difficult to keep engaged – most men are recorded as having had some degree of alcohol (71%) or drug (55%) problem when they start on the programme, and similar proportions of those with and without problems go on to complete the programme. However, the monitoring data does not tell us whether these problems became more or less serious or well-managed as they progressed through the programme.

3.2   Uptake and engagement with the Women's Service

3.2.1 Referral and assessment process

According to the manual, Women's Service workers should be allocated to present and/or ex-partners at the point at which a man is given a court referral for assessment for the programme. Initial contact is made by the Women's Worker, by telephone or by letter, offering the woman an appointment for a home visit from both the Women's and Men's Worker. At this appointment, the woman is offered the support of a Woman's Worker for the duration of her partner or ex-partners time on the Men's Programme. The Women's Worker can also use this opportunity to engage in urgent safety planning with the woman if necessary. The accounts of women and Women's Workers interviewed for this evaluation indicate that this process generally appears to be followed in practice across Hubs.

3.2.2 Uptake of the Women's Service

Monitoring data for the Women's Service includes only those women whose partner was actually given an order to attend the Men's Programme – women whose partners were not given orders may be offered time limited support (up to four sessions according to the manual, although interviews with Women's Workers suggested it could sometimes be more in practice), but this is not recorded in the monitoring data.

The monitoring data up to April 2016 includes 1,116 women who were offered the Caledonian Women's Service (Table 3.5). Of these, the Women's Service had been able to establish direct contact with 78% (n = 865). Among women with whom contact was established, 69% accepted some support (n =598, 54% of all women recorded on the database). The remainder had either declined the service altogether (15%, n = 168), declined it at that point in time (leaving open the possibility that they might accept support later, 3%, n = 35), or were recorded as undecided on whether or not they wanted the service (6%, n = 64).

There was considerable variation across Hubs in the levels of women recorded as having been contacted, ranging from 95% to 61% contact. The proportion accepting support once contacted also varied, from 60-80%. Given known issues around the accuracy and completeness of the monitoring data, these figures should again be treated with some caution. While perceptions of reasons for variation in take-up were explored in staff interviews for this evaluation, these identified generic factors behind differences in women's engagement with Caledonian (see section 3.2.3, below), rather than anything that would explain variation across areas.

Table 3.5: Level of uptake by women to the Women's Service

Stage	TOTAL	Lothian and Borders	Dumfries and Galloway	Forth Valley	Aberdeen	Ayrshire
All identified by the Caledonian System[20]	**1,116**	294	95	269	261	197
All with whom contact was made	**865 (78%)**	264 (90%)	90 (95%)	164 (61%)	180 (69%)	167 (85%)
All accepting the Women's Service (% of those with whom contact made)	**598 (69%)**	158 (60%)	72 (80%)	110 (67%)	129 (72%)	129 (77%)

3.2.3 Engagement with the Women's Service

Women's Workers are asked to record women's level of engagement with the service in parallel with the key stages of the Men's Programme. They are assessed as falling into one of four categories:

- **Assessment** – when contact has not yet been established, or when a woman has been out of contact for a while and their engagement is unclear

- **Active** – actively engaged with the service

- **Passive known** – no longer actively engaged with the Women's Service, but Caledonian staff are still in occasional contact (the woman may, for example, be in touch with the Men's Worker to be kept up to date on their partner's broad progress)

- **Passive unknown** – is not in contact with the service and is no longer able to be contacted.

As shown in table 3.6, the proportion of women recorded as actively engaged with the System is highest at the early, Pre-group stage (43%), and reduces at Group (33%) and Maintenance (24%) stages. Meanwhile, the proportion of women recorded as 'passive' (known or unknown) increases sharply over time: (46% at Pre-group, 62% at Group and 74% at Maintenance stage).

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[20] Based on all women with a ID entered on the monitoring data

Table 3.6: Level of engagement by women at each stage of Men's Programme

Stage	Pre-group	Group	Maintenance
Assessment	11%	4%	2%
Active	43%	33%	24%
Passive known	33%	46%	57%
Passive unknown	14%	16%	17%
Base (all with engagement records in monitoring data at this stage)	*569*	*315*	*242*

The figures in Table 3.6 are based on those women with an engagement record at each stage in the monitoring data – if all women in the monitoring data were included, then the proportion recorded as actively engaged at each stage would be lower. However, although data on women is recorded in parallel with the stages of the Men's Programme, this is arguably a misleading picture since the Women's Service is voluntary and women are not required to stay engaged for any particular length of time. Both participants and Women's Workers identified reasons why their engagement might fluctuate or tail-off over the course of a man's two-year order, including:

- **High levels of control in a relationship**, which may mean that they find it difficult to engage at particular points (especially near the start)

- **Anxieties (particularly in the early stages) about the impact of their engagement on their partner's case or sentencing**

- **Changes in their circumstances**, particularly following separation which may mean they either feel more in control of their own safety or want to move on with their lives rather than be reminded of their partner's behaviour

- **Improvements in women's own levels of self-confidence**, which might mean they feel less need for support over time.

Staff interviews also discussed perceptions of the reasons some women decline the support offered by Caledonian altogether. In addition to the factors noted above, fear of professional intervention in general (and fear of children being removed in particular) was also believed to be a factor.

Most of the factors above are individual factors, associated with the women's own circumstances and feelings about their situation. Staff did not identify any particular changes to the Caledonian System that they felt would enable them to engage women more effectively. Rather, they emphasised that persistence in keeping in contact with women is key. This was confirmed by interviews with women participants:

> *I couldn't tell you how regularly but, a phone call or a message just to say, "look it's OK, I completely understand, but the support's here if you need it, just keeping, just letting you know that we're here", and we'd leave it at that … Now if [Women's Worker] hadn't done that I wouldn't have engaged*

because I'd already decided, "oh my God, no way, there's just no way." I want to put all that behind me. But, without [Women's Worker] doing that I wouldn't have come as far as I have, so I think it was quite an important approach that she took.

(Women's Service participant 7)

At a minimum, Women's Workers send a letter to women whose partners are on the programme every three months to remind them that the service is still available to them, but Women's Workers also described much more proactive approaches (particularly where there were ongoing concerns about risk), including accompanying other services when they are visiting the woman, and trying to speak with them privately if they accompany their partner to a meeting with his man's worker.

Women's Workers in one area suggested that their involvement in taking victim statements for court reports had helped increase the numbers accepting the Women's Service by involving Women's Workers earlier on.

3.3   The Children's Service

As discussed in Chapter Two, in most cases, the System does not work directly with children but rather works to ensure that their needs are being considered and met by wider services – for example, by referring families to services that can help their children, or by attending multi-agency meetings to ensure that children's needs are taken into account. Quantifying the number of children 'supported' by the Children's Service is therefore problematic, since it was not designed to offer *direct* support to the same extent as the Men's Programme and Women's Service.

However, the men's monitoring data does include data on the number of children known to be linked to the man. This indicates that 686 children were linked with the 941 men recorded in the monitoring data. The number of children recorded as linked with men in the monitoring data varied considerably by area – the proportion of men recorded as having *no* children at all varied from 32% to 100%. This may, in part, explain the reasons for variations in the resourcing and delivery of the Children's Service by area – if the men referred to the service to date have had few children between them, there may have been less perceived need for a full time Children's Worker or for the Children's Worker to engage directly with families.

4. Perceived impacts on women and children

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Key findings

- The monitoring data provides only a partial picture of changes in the risk faced by women over time. However, there was a strong belief among women interviewed for the evaluation that the Women's Service, and the fact that it works together with the Men's Programme as a system, had both contributed significantly to making them safer.

- Key elements of the System that women identified as enhancing their safety were: the advice and support they received around safety planning; support and encouragement to contact the police about breaches of no-contact orders; and being better able to keep track of men's behaviour because of their involvement with the Men's Programme.

- Staff and stakeholders also highlighted the ability of the System to provide women with a broader perspective on their partners' behaviour which could help them make more informed choices about the future of their relationships. For women with particularly controlling partners, being able to coordinate appointments with Men's Workers also helped Women's Workers support women safely (by enabling them to see women while their partners were with their Case Managers).

- Even when it was thought that the man's behaviour had not changed, these aspects of the System were viewed as enhancing women's safety.

- Other perceived benefits (from the Women's Service in particular) included: improved self-confidence; improved physical health; reductions in substance use; reductions in women's own criminal behaviour; and positive impacts on income and work.

- Women identified a range of positive benefits for children, from increased safety, to changes in problem behaviour, to increased emotional and mental wellbeing. Where children had received support directly from Caledonian Children's or Women's Workers, this was viewed very positively by women. However, there was some evidence of a gap in services available to work directly with children around domestic abuse.

- Men and women reported the ways in which they felt the Caledonian System had made them better parents: by improving their confidence (women), and by increasing their understanding of the impact of partner abuse on children and equipping them with skills to better control their reactions to their children and (ex) partners (men).

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4.1 Introduction

This chapter examines the impact of the Caledonian System on women and children. It draws particularly on the accounts of women interviewed for the evaluation, supplemented by views from men (particularly on any changes to their own parenting), staff, and monitoring data where possible.

As discussed earlier in this report, the available data cannot be used to robustly quantify the impact of the Caledonian System on women and children (particularly given the lack of a control group). The focus of this chapter is therefore primarily on *perceived* impacts and on exploring the ways in which different elements of the Caledonian System – Men's Programme, Women's Service and Children's Service – may impact on the lives of women and children affected by domestic abuse. It should be read together with Chapter 5, on perceived impacts on men, since the Men's Programme is also a key mechanism by which the Caledonian System aims to improve the lives of women and children.

4.2   Perceived impacts on safety

Ensuring women and children's physical safety is the central priority of the Caledonian System. All three elements of the System – and the way in which they work together – are intended to manage risk of harm to women and children more effectively. The man's programme seeks to change men's behaviour to reduce their future risk. The Women's Service provides support and advice to women together with safety planning, risk assessment and advocacy. And the Children's Service works with other agencies to ensure a plan is in place to reduce the impact of domestic abuse on children's lives. At the same time, regular client liaison meetings (at least every three weeks) between the Women's and Men's Workers aim to facilitate information sharing and joint decision making, with women and children's safety at the heart of this.

The women's monitoring data includes a field at Pre-group, Group and Maintenance stage for Women's Workers to record their professional assessment of the level of risk faced by the woman at that stage. This is based not only on the risk presented by their (ex) partner but also the women's circumstances (for example, homelessness or pregnancy which increase risk) and support network. Although there is some evidence from this data of women moving from 'heightened' risk at Pre-group to 'stable' at Group or Maintenance stage (Table 4.1), the very high proportion of women for whom this information is not available at Group or Maintenance stage means it provides a very partial picture of changes in the risk faced by women over time. Similarly, although the monitoring data includes a field for whether or not women feel they 'know more ways to plan for my own safety' at the end of Maintenance stage, as this is only completed for a very small proportion of the women supported by Caledonian (46 out of the 598 women recorded as initially accepting the programme in the data to mid-April 2016), its usefulness as an outcome measure is limited (although the vast majority of those for whom this data was recorded *did* feel they knew more about safety planning).

Table 4.1: Changes in assessment of risk to women over time: assessment of risk to women at Group and Maintenance Stage, by assessment of risk at Pre-Group

	Assessment at Pre-group stage		
	Critical[1]	Heightened %	Stable %
Assessment at Group			
Critical	-	2%	1%
Heightened	-	30%	5%
Stable	-	16%	38%
Unknown/missing	-	53%	58%
Assessment at Maintenance			
Critical	-	1%	0%
Heightened	-	13%	1%
Stable	-	16%	25%
Unknown/missing	-	71%	74%
Base (number with this assessment at pre-group)	*14*	*101*	*228*

Notes to table:

[1] Given the very small number of cases recorded as 'critical' at pre-group, these figures are not shown.

However, there was a strong belief across the women interviewed for this study that the Caledonian System had helped them and their children feel safer. Even when women also referenced external and individual factors – particularly the impact of no-contact court orders and separating from or moving away from their partner – as contributing to their feeling safer, they believed the Caledonian System had also contributed significantly. The Women's Service and the fact that it works together with the Men's Programme as a 'system' were both seen as important. In particular, women attributed feeling safer to:

- **Safety planning:** Women described receiving detailed and wide-ranging advice and support around safety planning from their Women's Worker, covering how to handle specific situations (like meeting their partner in public or what to do if they breach a no-contact order), how to keep their home secure, and issues around phones and who to contact in case of safety issues. Women's Workers also provided practical support – for example, getting locks changed, providing panic alarms, and helping them move to safer accommodation. Stakeholders interviewed for this study were also extremely positive about the safety planning provided by Caledonian Women's Workers, describing it as the '*gold standard'*.

- **Support and encouragement to report breaches of no-contact orders**, when previously women might have been concerned this would appear an over-reaction:

She [Women's Worker] never forced me to do it, but she would encourage me to do it in such a way that, telling me what's right and what's wrong. And I think women need that, because it, I know that he phoned and I should say he's phoned me, [but] I feel like it's childish, when it is not because it's a part of domestic abuse. But a lot of women don't know that.

(Women's Service participant 8)

- **Being better able to keep track of men's behaviour:** women's sense of safety was enhanced both by a general sense that men were more closely monitored while they were on the Men's Programme than they otherwise would be, and by being kept informed about specific concerns arising during the time their (ex) partner was on the Men's Programme.

    I then knew to be careful in my surroundings, like "he didn't have a good day today, he's really angry." (…) Avoiding situations, which kept me safer, I knew what kind of mood he was in.

    (Women's Service participant 13)

Although women interviewed for the evaluation did not generally identify men's behaviour change as a result of the Men's Programme as a factor in their feeling safer, the fact that women and men were seen as part of the same system was seen as important. For example, one woman, who continued to experience safety issues due to her ex-partners '*erratic*' behaviour, nonetheless said she felt safer than she did previously as a result of: extensive safety planning discussions with her Women's Worker; a belief that her ex-partner knew any breach of his no-contact order would be reported via her Women's Worker (which she felt had made him more compliant); and the fact that she was kept informed if Caledonian staff had any reason to think he might pose an increased risk. This woman's experience confirms the view, also expressed by Caledonian staff, that even if the Men's Programme does not lead to lasting behaviour change for the man, the Caledonian System can still lead to significant positive change for women (although to the extent that this depends on the man being actively managed by the Men's Programme, it is not clear whether or not some of these positive impacts on safety outlast the programme).

Staff also highlighted examples where they believed the 'systems approach' of Caledonian had kept women and children safer. Being able to provide women with information about men's behaviour on the Men's Programme could help women to make 'informed choices' about their relationship – a view confirmed by a stakeholder interviewee, who suggested that hearing Caledonian workers' views on how willing the man is to change gave women a broader perspective on men's behaviour. At the same time, being able to coordinate with the man's service was described by staff as vital, when women had particularly controlling partners, to making it possible to support them safely in the first place:

    When she was getting the information from us about him not changing and things like that, I think that helped her make informed choices. I don't think any of the other services … she would have got that, only the system approach to the Caledonian.

    (Women's Worker)

It wasn't safe for me to text her or organise anything, appointments … The Men's Worker would phone me when he came so I knew it was safe to see her, and he would phone me when he left so I needed to go away.

(Women's Worker)

However, the wider Criminal Justice System was not always viewed by participants and staff as operating effectively to keep women and children safe. For example, one woman reported that her ex-partner had reoffended multiple times since being on Caledonian and questioned how many times he might be able to reoffend before he was incarcerated:

His worker called him back to court, but he just got put back on the programme again. So I was like kind of, at that point I was questioning, well wait a minute, how many times can they reoffend before the judge will go, "well wait a minute, you got on this programme, you've offended again and again?"

(Women's Service participant 12)

It is also perhaps worth noting that, in spite of evidence from the views of both women and staff that the 'systems approach' of Caledonian can contribute to keeping women safer, there was some variation in the ability of Men's Workers across Hubs to comment on what, if any, impact Caledonian was having for women or children in their area. This may be worth exploring further with Hubs – given the overall focus on keeping women safe, what level of understanding *should* Men's workers be expected to have about the impact of the System for women and children? And if there are variations in levels of understanding, why is this? Does it reflect differences in local working practices, team structures, or something else?

4.3   Wider perceived impacts on women

Domestic abuse can have devastating impacts on women, extending well beyond any immediate physical harm. The Caledonian Women's Service is designed not only to enhance their physical safety, but also to help improve women's mental and emotional wellbeing (although physical safety is also related to psychological wellbeing – as the Women's Manual notes, "a woman who finds it difficult to function in her life because of the psychological effects of the abuse she has experienced is far more likely to continue or return to a violent relationship").

Women interviewed for this evaluation identified a wide range of broader positive impacts they believed had resulted from their involvement with the Caledonian System, including:

- **Improved self-confidence.** The support and encouragement Women's Workers had provided to women was described as having a '*life changing'* impact on their self-esteem and confidence. In addition to the general benefit of having someone to talk to, women also described the impact of discussions aimed at helping them to recognise and understand the nature of the abuse they had experienced.

  That's just, what they tell you, "it's not your fault, you didn't deserve that." And you get yourself into thinking that, it's not your fault and you just take control because you've not got that in the back of your head … It's more about him, and nothing that I did deserved what happened to me basically.

  (Women's Service participant 19)

Staff reported that their ability to help women understand the abuse they have experienced was also supported by the 'systems approach' of Caledonian – the very fact that the man was on the man's programme meant it was harder for women to deny or rationalise the abuse they had experienced.

- **Improved physical health.** In addition to impacts on self-confidence and associated benefits for mental wellbeing, women also cited improvements in physical health conditions exacerbated by stress. In part, these improvements were attributed to changes in relationship status, but the support and advice they had received from Women's Workers was also seen as key. This had included support to attend GP appointments and help with diet planning. There was also a general perception that women were better able to look after both their physical and mental health as a result of the support they had received from the Women's Service:

    Engaging with doctors' appointments when I've got something that I need to correct because my attitude before was "well who cares, it doesn't really matter, I don't care, because my life's only going to last so long anyway …." Terrible attitude, and that's completely changed. I can see a real future now.

    (Women's Service participant 7)

    Where women believed that the Men's Programme had improved their partner's behaviour, this was also seen as helping to reduce women's own stress levels.

- **Reductions in substance use.** One woman felt that the relationship she had built up with her Woman's worker had been a key factor in working through her problems with alcohol, even though she also had a dedicated alcohol worker who provided more specific advice.

- **Reductions in women's own criminal behaviour.** Another woman attributed her decision to stop engaging in petty theft to the support she had received from her Woman's worker, who had given her a sense of '*pride and worth and "I don't need to do that"*'.

- **Impacts on income and work,** resulting both from specific support from Women's Workers (for example, helping a woman appeal a decision to remove benefits) and the more general impact of the changes to their self-esteem resulting from involvement with the Women's Service, which had led to them being in a position to make a career change.

Staff highlighted what they viewed as the key differences between the Caledonian System and other services working with women who have experienced domestic abuse, including: seeing women in their homes, keeping their cases open for at least two years, and an ethos of holding the man accountable rather than seeing women as solely responsible for children's safety. There was a perception that being able to offer all of these elements together, in addition to working in close collaboration with the Men's Programme, made the Caledonian System uniquely well-equipped to meet women's needs.

4.4 Perceived impacts on children and parenting

Although children themselves were not interviewed as part of this evaluation (see discussion of the reasons for this in section 1.5.4, above), interviews with women, men,

staff and stakeholders explored their perceptions of the impact of the Caledonian System on children affected by domestic abuse. In addition to improving children's safety (which women themselves attributed primarily to the safety planning advice they had received), interviewees reported a range of further positive impacts on children's behaviour and on their mental health and wellbeing.

Women described the ways in which they believed experience of domestic abuse had manifested in violence and other forms of problem behaviour by their children (particularly boys). In some cases, children were receiving direct support from Caledonian Children's or Women's Workers to address these issues which was reported to have been extremely helpful:

> *It's absolutely perfect, they're fantastic for each other. (…) He listens for her, which I've never seen him do for anybody else. (…) He's calmed down a lot … I can speak to him now and he'll listen rather than blurt out first, because normally he used to shout at you or curse or he wouldn't sit and speak to you, he would blow before sitting down and speaking to you, but now if I use the words that [Children's Worker] uses, he will sit down and he will listen.*

> *(Women's Service participant 5)*

In addition to specific problem behaviour, women also described the ongoing impact of abuse on their children's emotional and mental wellbeing. Interviewees identified various ways in which they believed the Caledonian System was helping to address this, including:

- **Providing children with someone to talk to.** This was viewed as 'invaluable' by one stakeholder (who worked in an area where there was direct work with children). In terms of whether or not Children's Workers need to work with children directly, it is worth noting that one Children's Worker reported finding that she was the only person many children had discussed their experience of domestic abuse with. Stakeholders also commented that other domestic violence services do not always provide a service to help children talk about their experiences and identify the support they need. Moreover, women's interviews highlighted cases where women felt that it had taken too long to find a service able to work directly with their child, even with support from the Women's or Children's Worker. And in some cases, women specifically indicated a desire for the Children's Worker to work directly with their children.

  This may indicate a gap in some areas around services that work directly with children affected by domestic abuse – something the Caledonian System may need to review when considering the future role of the Children's Worker.

- **Raising awareness of abuse among other services**. Both women and staff gave examples where Caledonian Children's Workers had attended meetings at children's schools, for example. In addition to helping explain children's situations (which could be helpful where women themselves were uncomfortable or lacked the confidence to do so), they could also provide advice about how to support them – for example, advising a school to check how a child's weekend had been when they had regular (sometimes difficult) contact meetings with their father at the weekend.

- **Improving the parenting skills of men and women**. For women, the role of their Women's Workers in re-building their confidence as mothers was viewed as key in

this respect. Related to this was a belief that *'the programme has helped them by helping me'*, by making women feel safer and more confident in general. For men, increasing their understanding of the impact of partner abuse on children, equipping them with skills to better control their reactions in general, and improving their relationship with their partner or ex-partner were all seen as contributing to them being better parents.

It's making me a better person round about my kids and learning to enjoy life with the kids (…) The kids are certainly appreciating it, you can see it in them. (…) I'm certainly a lot more relaxed and I know when things are winding me up, I know when to walk away and come back, take a breather as the Caledonian calls it. Certainly it's got more relaxed atmosphere in my own house as well with me and my wife.

(Men's Programme participant L)

However, women interviewed did not always believe that their (ex) partner's parenting had improved at all. Although staff suggested that the fathering module was one of the components of the Men's Programme that often had the biggest impact when men were willing and able to engage with it, women wanted to see a greater focus on fathering skills (something which may, in part, reflect a lack of knowledge among women of exactly what is covered in the Men's Programme – discussed below, 4.5). Indeed, in spite of the positive impacts on children reported above, there was a perception among women that both the Caledonian System and the wider system that works with families affected by abuse should have more of a focus on the impact of abuse on children:

I feel that it's always getting everything done for the woman and never the child. (…) Even in the court cases it's like "you done this to do the woman, you done this to the woman". But, what about that child that was present? (…) So, maybe like a group session about how the man affects a child, something like that. There might be, but I've never heard that they have done it.

(Women's Service participant 4)

4.5 Suggestions for development or improvement

Overall, women themselves felt the Women's Service worked well and had relatively few suggestions for improving it. Their main suggestions were:

- **To build in group work elements for women as well as men**, either with other Caledonian women specifically, or through facilitating access to something like the 'Survive and Thrive' course for abuse survivors.

- **To build in more emotional or psychological support for women**. While the support provided by Women's Workers was greatly appreciated, it was suggested that they tend to focus more on practical advice and that in some cases women would have appreciated more advice around emotional or psychological issues (around moving on from abusive relationships in particular).

This latter suggestion was also supported by comments from some Women's Workers, who suggested that more input from psychology services would be helpful as both Men's and Women's Workers deal with a lot of personality disorders and psychological issues.

Women also had suggestions about improvements to the wider Caledonian System, including:

- **Incorporating a stronger focus on/more support for children.** As noted above, there was a perception that it had taken too long in some cases to get professional support to help children deal with the impact of abuse. There was a desire both for more direct input from the Children's Worker and for the Men's Programme to focus more on fathering. However, given that there is in fact a whole module around 'Children and fathers', this latter comment may be more a reflection of the next point.

- **More information for women about what is happening on the Men's Programme.** Where women had been informed about what was happening with their partner on the Men's Programme, this was viewed as extremely helpful (see 4.2, above). However, women's comments suggest that, in some cases, they feel this could happen more regularly or more systematically:

It would be good for the women to have, not an in-depth or giving us any personal information, but an overview of what they're working on in group so we can expect when that escalation happens. (…) even if it is just a sheet of paper with the sub headings of what they're doing, I think that's really important. (…) just let us know what they're working on so we can expect if there is any backlash from it.

(Women's Service participant 1)

5. Perceived impacts of the Caledonian System on men

Key findings

- Although the monitoring data cannot be used to conclusively assess the impact of the Men's Programme on behaviour, it does indicate that those men who completed it posed a lower risk to partners, children and others by the end of the programme.

- Psychometric data on changes in men's attitudes presents a more mixed picture (and is more difficult to interpret, given wider debates about the use of psychometrics). There was some evidence that participants make progress in terms of general attitudes and feelings that may be predictors of abuse and in reduced tendencies to blame their problems on either chance or other people. However, there was less clear evidence of any change in whether men feel they have control over their own lives. And, if anything, the psychometric data indicates that men may display a greater tendency to exaggerate positives about themselves by the end of the programme.

- Men said the programme had equipped them with techniques to better control their behaviour and reactions and helped them learn to communicate more positively with their (ex) partners. The group sessions gave them the opportunity to practice new skills.

- Men also reported improved understanding of the nature of abuse and of appropriate behaviour in relationships; a greater awareness and understanding of the inequalities that exist between men and women; and a more 'positive mindset' about both their relationships and themselves.

- Other perceived impacts included: helping men to address substance misuse problems (an issue for a majority at Pre-group stage); improvements to health; and general improvements to confidence, particularly as a result of learning 'positive self-talk'.

- Women interviewed for the evaluation expressed more mixed views about whether the Caledonian programme had any impact on their (ex) partner. In some cases, they were unable to comment at all since they no longer had any contact with their ex-partner by the end of the Men's Programme.

5.1 Introduction

This chapter explores, the impact of the Caledonian system on men – their behaviour, attitudes, motivations and knowledge about domestic violence, as well as any wider impacts on their lives and wellbeing. It draws on a combination of the men's monitoring data and qualitative interviews with men, women and staff.[21]

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[21] The women's monitoring data also includes some measures that might, in theory, be used to assess men's progress – particularly, the partner behaviour checklist and women's behaviour checklist. However, as noted in section 2.2.1 and in Appendix B, there was a particularly high level of missing data in fields based on these checklists, so the evaluation team were unable to use it.

5.2   Impact on men's behaviour

As the Spousal Assault Risk Assessment (SARA) questionnaire is administered at both Assessment and the Maintenance stage[22], it can be used to assess any changes in the level of risk men are assessed as posing to their partners over the course of the Men's Programme – an indication of behaviour change. Changes in SARA scores suggest that, among those men who stayed on the Men's Programme until Maintenance stage, the risk they posed to their partners decreased substantially over time (Figure 5.1). The proportion assessed as 'high risk' to their partner decreased from 26% to 8%, while the proportion classed as 'moderate risk' fell from 62% to 32%. By Maintenance stage, the proportion classed as 'low risk' increased from 12% to 60%.

Figure 5.1: SARA 1 (Risk to partner) at Assessment and Maintenance stage
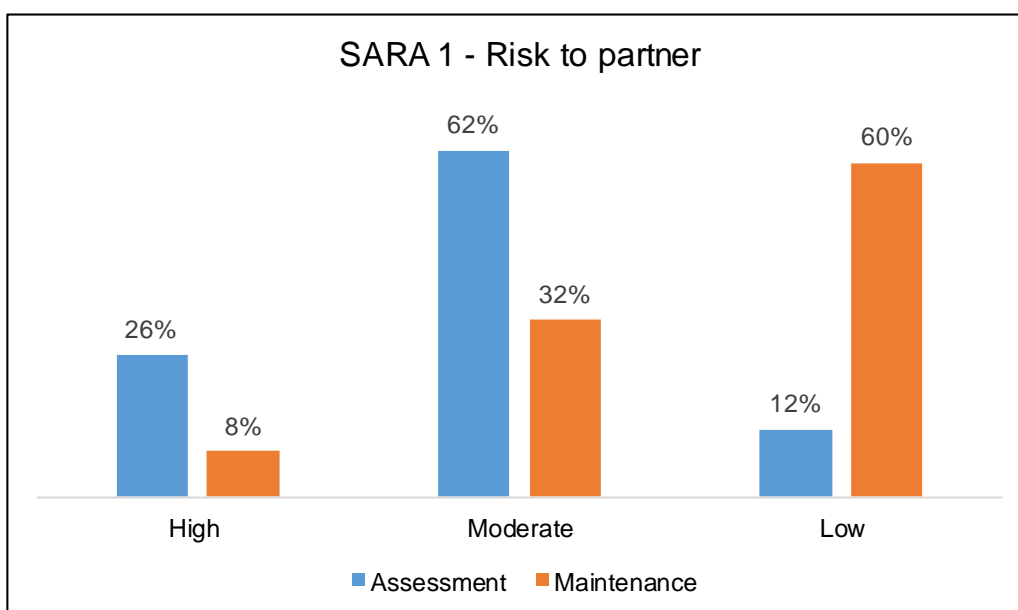
Base: All with a SARA 1 score at Assessment and Maintenance stages (195)

Although, at Assessment stage, more men were classed as 'low risk' to children and others compared with partners, SARA scores for these also moved in a positive direction. The proportion classed as 'high risk' to children fell from 6% to 1%, while those classed as 'moderate risk' decreased from 31% to 15% (Figure 5.2). Only a small minority were classed as 'high risk' to others at either Assessment or Maintenance stages (3% and 1% respectively), but the proportion classed as moderate risk decreased from 25% to 16% (Appendix C, Figure C1).

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[22] Initially by the assessor, and at Maintenance stage by Men's and Women's Workers using information gained from contact with both the man and the women, wherever possible.

Figure 5.2: SARA 2 (Risk to children) at Assessment and Maintenance stage
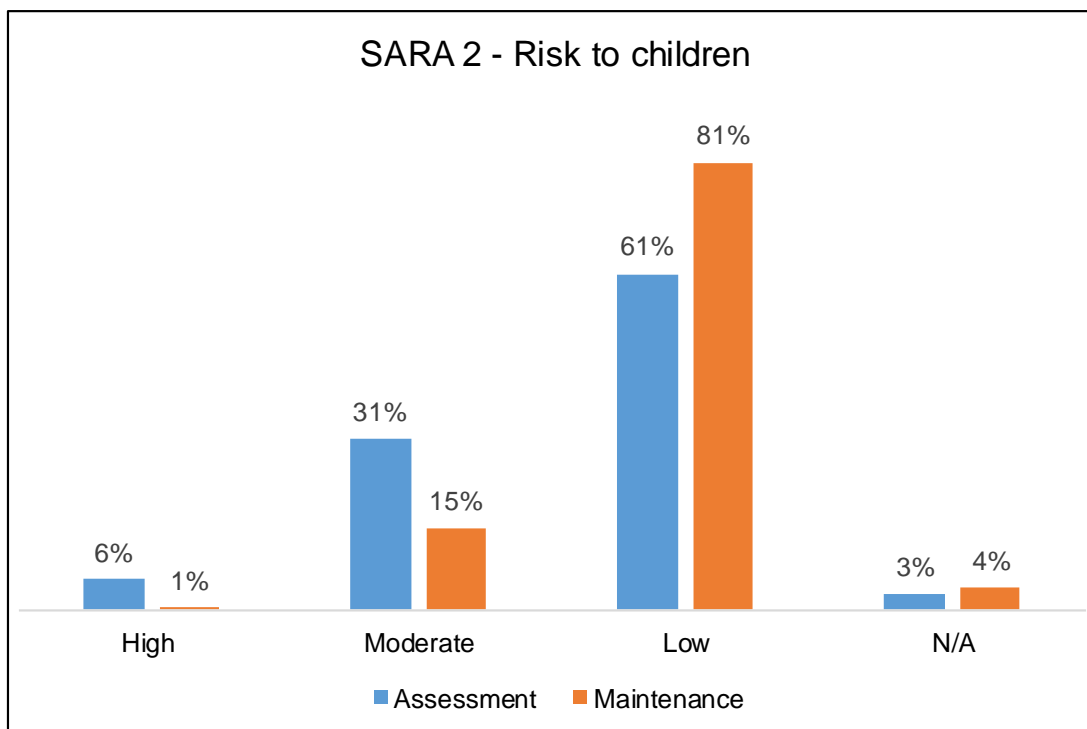
Base: All with a SARA 2 score at Assessment and Maintenance stages (195)

In the absence of a control group, changes in SARA scores cannot be interpreted as conclusive evidence that the Caledonian programme has effected behaviour change. However, they indicate that for those men who remain on the programme there is considerable improvement in risk levels over time.

The positive impact on men's behaviour suggested by the SARA scores was echoed in interviews with men and staff. Men who were interviewed were overwhelmingly positive about the impact they believed the programme had on them, providing a range of examples of positive behaviour change. In particular, they reported:

- **Improved ability to control their behaviour and reactions.** Men described how useful they had found some of the techniques introduced early on in the Men's Programme, such as 'taking a breather' and 'self-calming' in helping them to de-escalate or remove themselves from situations that might lead to arguments. In addition to reporting that they were no longer physically violent, men also felt they were shouting less at their (ex) partners as a result. The role of the group workers was highlighted by men as key in helping them learn how to manage their behaviour, as was the use of stimulus materials designed to help them reassess how men should behave in particular scenarios.

  The Caledonian programme probably learnt me to stop and think just for that tenth of a second, and for me that's life changing. It might not be much but that tenth of a second is enough sometimes between saying yes and no, or doing the wrong thing, doing the right thing, just stopping and thinking.

  (Men's Programme participant M)

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The group workers are very good at making you think about the situation that you were in, what you could have done differently. Points in time where you could have taken yourself away from the whole situation totally. So I would say a lot of it is down to the group workers, they were great.

(Men's Programme participant D)

- **Improved communication with (ex) partners.** Men reported that they had learned to listen more and to give their partner the opportunity to get their point across. These improvements in communication were attributed both to discussions with case managers and group workers, and also to group sessions, which they felt had helped them learn to open up and listen to the views of others. Men also gave examples of communication techniques that they had learned from group work which they had applied at home with their partner, such as taking turns holding an object when they wanted to talk, so that the other person has a chance to have their say.

[I am now] listening to how she feels for a change, rather than me moaning and groaning and walking out in the middle and stuff like that.

(Men's Programme participant K)

Women interviewed for the evaluation expressed more mixed views on whether their (ex) partners' behaviour had changed. Some simply felt unable to comment, as they no longer had any contact. Those who were still in contact did identify some examples of positive changes in behaviour which echoed the accounts of men, including their partner acting more calmly, listening more, controlling their anger, and reflecting more on their behaviour.

I feel that he tries to listen or approaches me more when he notices that something is wrong or thinks something is up. He'll ask me, instead of being awkward or causing an argument over it, which is a big major. So, I feel like that is changing, he is trying to listen and be more understanding.

(Women's Service participant 17)

However, other women who were still in contact with their (ex) partner felt that there had been no noticeable change, including reporting that their (ex) partner had committed further offences while on the Men's Programme. This was particularly the case where women reported that their (ex) partner had problems with alcohol or drugs. In some cases, women viewed the man's problems as beyond the abilities of the Men's Programme to influence – a view echoed to some degree by staff, who suggested that motivating men to change could be more challenging when they had serious issues with drugs or alcohol, or wider mental health issues. As discussed in Chapter 3, it was suggested that the programme might benefit from more support from additional specialist professional input to help manage some of these complex issues.

It is important to remember here that the women we interviewed were not related to the men we interviewed. As such, their more mixed views on the perceived impact of the Men's Programme do not necessarily contradict those of men – it may be that the men we interviewed did indeed change, but that the partners of women interviewed for the study (who were not interviewed for this evaluation) did not.

Staff suggested that the length of the programme was important in effecting lasting behaviour change, since the stage at which men realise the impact of their behaviour varied widely between individuals. However, although lasting change can take a long time to achieve, staff also felt that the tools the programme provides early on and more 'generic' changes such as improvements in how they communicate can be a significant step:

> *Sometimes it will take two cycles [of group modules] for there really to be behaviour change. But just to make it a wee bit easier to express yourself, that is a massive change for some people.*
>
> *(Men's Worker)*

5.3 Impact on men's attitudes, motivations and knowledge

While the ultimate aim of the Caledonian Men's Programme is behaviour change, given the relationship between behaviour, feelings and values, it also works intensively around men's beliefs and attitudes. The specific areas covered are numerous, but there is a particular focus around: understandings of and attitudes to abuse; gender roles; relationship orientations; empathy; responsibility; and self-image.

5.3.1 Quantitative measures: psychometrics

The Caledonian Men's Programme includes a variety of 'psychometric tests'[23], administered early in Pre-group stages and again at the Maintenance stage.[24] These tests include:

- The **Propensity for Abusiveness Scale** (PAS), which measures men's attitudes, self-assessed emotions and past experiences across a range of areas known to be related to having a propensity to abuse, including: feelings of anger; beliefs about how others view you; attitudes to relationships; and experiences of punishment and violence as a child.

- **Levenson Locus of Control** (LOC), which measures the extent to which individuals feel in control of their lives. It is made up of three sub-scales relating to: internality (the extent to which people believe they have control over their lives); powerful others (the extent to which people believe that powerful others control their lives); and chance (the extent to which they believe chance affects their lives). It is included to help staff understand men's relationship styles – a key area the Caledonian programme aims to work with.

- **Paulhus Deception Scales** (Balanced Inventory of Desired Responding, BIDR), which measures: impression management (the tendency to purposefully describe oneself in overly positive terms) and self-deception (the tendency to attempt to be

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[23] An assessment procedure designed to provide objective measures of one or more psychological characteristics (such as beliefs, values and attitudes), based on standardised conditions which have known reliability and validity (i.e. they provide a reliable and appropriate way of comparing one person with another).

[24] Two additional assessments – MCMI III and the Relationship Style Questionnaire are also included in the System. However, as these are not intended as outcome measures – and there is no data for either in the Monitoring Data after the assessment/pre-group stage – we have not reported on these here.

honest but still exaggerate positive virtues). Presentation style is again one of the areas the Caledonian Men's Programme seeks to understand in order to assess men's accounts of their behaviour.

Interpreting the data from these tests is complicated for a variety of reasons. The value of psychometric tests is somewhat disputed in the academic literature. With the exception of the PAS scale, the relationship between high or low scores on these scales and domestic violence could be contested (for example, does a continued tendency to 'impression manage' necessarily correlate with being unable/unlikely to make progress in terms of attitudes and behaviours more directly linked to domestic violence?). As reported in Chapter 2, Men's Workers themselves were not always clear about the practical value of these assessments for their work with men. Perhaps as a reflection of this, there are some issues around missing data – of the 187 men recorded in the monitoring data as successfully completing the programme, only around 130 have completed psychometric tests at Maintenance stage. However, taking all these qualifications into account, we have included the scores here to provide a tentative indication of whether or not the Caledonian Men's Programme appears to be correlated with attitudinal change as measured by these scales.

Scores for each of the psychometric tests administered at Pre-group and Maintenance stages are shown in Appendix C, table C.5 (for those that have data recorded at both the pre-group and Maintenance stages). Each of these psychometric tests are measured on different scales, but in each case, a lower score reflects a more desirable position than a higher score. Among those for whom data was available, a positive change had occurred across three of the psychometric measures: Propensity for Abusiveness, LOC 'Powerful others' and LOC 'Chance' (each of these had a reduction in the overall score between Pre-group and Maintenance stages). In the other three measures, scores had either remained largely the same (LOC Internality and BIDR impression management) or had increased (BIDR self-deception). Although we cannot conclusively attribute change to the Caledonian Men's Programme, this suggests that participants do make progress in terms of general attitudes and feelings that can be predictors of abuse, and in reduced tendencies to blame their problems on either chance or other people.

However, it is less clear that they make any progress in terms of believing they have control over their own lives, which makes it difficult to draw conclusions based on the Locus of Control data on whether overall men accept more responsibility for their own behaviour in general by the end of the programme. Meanwhile, it appears that, if anything, men may exaggerate positives about themselves to a greater extent by the end of the programme (as measured by BIDR self-deception – designed to capture an unconscious bias to narcissism).

Given the general issues around interpreting psychometric measures discussed above, rather than viewing these findings on their own as positive or negative, further discussion and reflection is needed to explore why particular patterns are appearing and what they might mean for either programme delivery or the value of particular psychometric tests as measures of progress within the Caledonian System.

5.3.2 Views of qualitative interviewees

Men and staff (and to a lesser extent women) interviewed for the evaluation identified a wide range of positive changes in men's attitudes and understanding that they believed

had resulted from the Caledonian Men's Programme. Interviewees identified changes in attitudes towards:

- **Relationships and abuse**. Men reported an increase in their understanding of what constitutes acceptable and unacceptable behaviour within a relationship, including acknowledging that their own past behaviour had been abusive. They attributed this to their own discussions with Men's Workers, and to the role playing exercises used in the group sessions, which encouraged them to understand different types of abusive behaviour and the impacts of that behaviour.

  It's realising that something like shouting at somebody is exactly the same as hitting them in terms of the abusive side of things … you're abusing them in some way, you're using your abusive power.

  (Men's Programme participant F)

  It has certainly made me think a lot more about what's acceptable in the relationship. Certainly, somebody getting drunk and hitting their missus isn't.

  (Men's Programme participant L)

- **Gender roles.** Men described having a greater awareness and understanding of the roles of men and women in society generally and the social inequalities that women had experienced in particular. They made reference to the 'Men and Women' model and the historical timeline exercise which helped to illustrate the different levels of rights afforded to men and women over time. They suggested that reflecting on historical/social gender inequalities had, in turn, made them reflect on their own relationship and the need for greater partnership and equality of roles.

  I think the old fashioned values people have, like that the woman should cook and do everything round the house and that the man should go out to work, obviously times have changed and woman work now. I think a relationship should be a 50/50 thing and I don't think it always is, it tends to be more in the man's favour and it shouldn't be.

  (Men's Programme participant N)

- **Self and emotions.** Men reported having a more 'positive mindset' about both their relationships and themselves. This was partly as a result of techniques they learned in group sessions such as positive self-talk, helping them to turn negative thoughts into positive ones, which in turn help them to control their anger and jealousy. The Men's Workers were also seen as playing a key role in helping them to open up about, and understand, their emotions. The importance of group sessions in changing attitudes was also stressed by both men and staff – men can change their attitudes and perspectives by learning from each other's experiences.

  I like it when you've got somebody that's been on the group for a while and you're about to explain something and then one of the other men actually does it for you, and you kind of just take a back seat and you let the other men teach the new men in the group what it's about.

  (Men's Worker)

Women interviewed for the evaluation felt even less able to comment on whether men's attitudes had changed than whether their behaviour had changed, though as noted above, those that were still in contact with them did give examples where they felt men were calmer and were over-reacting less.

5.4 Perceived impact on men's wider needs

The Caledonian Men's Programme aims not only to change behaviours and attitudes linked to abuse, but also to improve men's lives in a wider sense. This is in keeping with the 'good lives' model, which argues that people will be more strongly motivated to make positive changes (and more likely to maintain change) if they can see these goals in the context of working towards a better life as a whole.

5.4.1 Alcohol and drug use

The monitoring data includes measures of men's drug and alcohol misuse at both Pre-group and Maintenance stage. Although comparisons between the two are complicated by the use of different measurement scales at each stage[25], the monitoring data indicates that, among those men who stayed on the programme to Maintenance stage the proportion with a drug of alcohol problem had reduced substantially – the proportion with an alcohol problem had almost halved (from 81% to 43%), while the proportion with a drug problem had more than halved (from 57% to 23% - see Appendix C, Table C.6 for full figures).

Of course, it is not possible based on this data to attribute this change to the Caledonian System. While men's own accounts indicate that in some cases the support they had received from the Caledonian Programme had helped them address substance misuse, in others they reported that they had already begun to address their problems prior to starting on the Programme, or that they were receiving help from elsewhere with these issues. However, the self-reflection that the Men's Programme encourages was viewed as a contributory factor in some cases, helping men to understand that they had a problem and to take steps to address it, as were lessons learned from the experiences of other men in the group.

> *I don't need anything anymore, completely drug free and alcohol free…. I think sitting there in the group, there was a few boys had problems with alcohol, but sitting watching them and how they've turned their lives around [has helped]. And as I say, a bit of self-reflection in yourself, you can see yourself and the damage you're doing.*
>
> *(Men's Programme participant P)*

5.4.2 Other impacts

Men also identified wider impacts from their participation in the Caledonian system on their confidence, work prospects and health. For example, one man had described how his Men's Worker had supported him as he decided to start his own business, by motivating him and helping him to feel more confident in his abilities. Another had suffered a series of health problems before being on the programme, but as a result of the programme he felt he had learned how to open up and communicate more, and to be more comfortable

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[25] At pre-group stage, current alcohol and drug problems are measured using a scale of 0 to 3, where 0 is the most severe level of problem and 3 is no current problem; at maintenance stage the level of each problem is recorded in the monitoring data using a Yes or No response

speaking with his doctor and seeking help for his health issues as a result. The positive self-talk techniques were again seen as a useful tool in contributing to these kinds of changes, in addition to the general support men had received from their workers.

> *I'm back to what I was like before. I'm happy, I just lead a normal life… and I'm more confident about my ability to deal with situations.*

> *(Men's Programme participant J)*

> *This programme has helped me to move on from the issues that I had and move on from the offence that I done, and realise, "okay, you've done the offence, you've made a mistake, put your hands up and try to contribute to the group as much as possible, now it's time for you to go and make a life for yourself".*

> *(Men's Programme participant A)*

5.5 Suggestions for development or improvement

Although the men interviewed for this evaluation were extremely positive about the Caledonian Men's Programme in general, they did have a few suggestions for improvement:

- **Changes to meeting frequency / duration of Maintenance stage**. It was suggested that it was important to make sure men were able to attend the Maintenance stage for at least four or five months, as it was an important '*bridge*' between group work and returning to *'real life'* to apply what had been learned. There was a concern that when men took longer to get to Group stage, or where they needed to repeat a module, they might run out of time for a proper Maintenance stage within their two-year order. One man described feeling *'let go'* towards the end of the programme, with the move from three-hour weekly group meetings, to shorter monthly one-to-one meetings. He felt this was too much of a change, and that it might be better to move to fortnightly meetings first. These views may highlight a need to ensure approaches to 'exit-planning' within Caledonian are regularly discussed and reviewed, both within staff teams and within case management meetings.

- **Additional professional psychological input**. Interviews with men and with Caledonian staff both suggested a potential need for more input from professionals with expertise in psychology. While one view was that the Caledonian System gives staff the tools to identify men with particular personality disorders or traits, and provides guidance on approaches to working with them, staff nonetheless highlighted that men with borderline personality disorders could be particularly difficult to engage. At the same time,one view from the men's interviews was that given the high proportion of men with mental health issues on the programme, the programme would benefit from more professional psychological input in general. Findings on the extent of alcohol problems among men on the Caledonian programme also reinforce the suggestion (discussed in Chapter 2) that there may be a need for the programme to address **alcohol issues** more directly or in more detail.

- **Changes to practical aspects**. For example, in one area men found the location for the groups extremely inconvenient and expensive to travel to.

In addition, men suggested it might be helpful to include talks at the Group stage from men who had completed the programme and to have partners attend at least one session (to give them a greater understanding of what the programme is about). Men also expressed a **desire for greater opportunity to explain their own situation** or their *'side of the story'* within the programme, relating an associated feeling of being blamed or being made to relive the incident week after week. Rather than necessarily indicating a need to amend the programme structure or content, this is perhaps a reminder of the challenges of holding men to account effectively while also building an effective therapeutic relationship and helping them to see a positive future, and may be a theme to revisit in (refresher) training.

6.   Future development

Key findings

- Overall, the Caledonian System is highly regarded by participants, staff and stakeholders. Many suggestions for improvement relate to the details of specific exercises or tools rather than the overall design of the programme. However, there may be a need for further reflection on how the Children's Service should operate.

- In terms of future resourcing, there was a perception that where Men's Workers have wider criminal justice caseloads, they may be over-stretched. Women's Service resourcing may need reviewing to ensure that all areas are able to offer the same level of service to new partners. Given staff and participant comments, it may also be worth reviewing whether there is a need for professional psychological input to the System.

- Other suggestions for change included: improvements to venues used in particular areas; more or enhanced training; and access to other services' information databases.

- Key recommendations for monitoring and evaluation include: an assessment of whether it is feasible to conduct a longer-term (3-4 year), prospective evaluation design with a large control group of families; improving the structure, content and management of monitoring data; and establishing the feasibility of data collection from children (potentially as part of a prospective qualitative element).

- Suggested improvements to the monitoring data include: considering whether to drop some items that have proved problematic to collect and interpret (particularly psychometric tests for men and partner behaviour checklists for women); considering whether alternative data should be collected, in particular revised outcome measures for women that focus on changes in their safety and wellbeing; reconsidering the time points at which key data can or should be entered (including potentially de-coupling the women's data collection timeline from the men's); providing clear guidance on (and resource for) data analysis and use; and re-launching the monitoring data, to build staff completion, use of and trust in the figures.

6.1   Introduction

This final chapter draws together findings on how the Caledonian System could be improved in the future. Suggestions for change focus on three main areas: the design of the programme; the resources available to support programme delivery; and future monitoring and evaluation. The first two sections draw primarily on suggestions from staff, stakeholders and participants and refer to more detailed suggestions already included at the end of previous chapters. The third section, on monitoring and evaluation, also picks up on issues raised earlier in this report, but goes beyond these to consider how future monitoring and evaluation might contribute more to the ongoing development of the Caledonian System.

6.2   Changes to programme design

Overall, the accounts of participants, staff and stakeholders indicate that the Caledonian System is a highly-regarded and well-designed intervention. The length of the Men's

Programme, the systems approach to working with whole families, and the in-depth assessment process were all identified as key strengths. Many suggestions for improvement related to the details of specific exercises or sessions in the manuals or to the specific tools used to assess men and women's needs, rather than to the overall shape and design of the programme. As these specific suggestions have already been discussed (primarily in Chapter 2), they are not reiterated here. However, there were two suggestions for change that touch on the broader shape of the programme:

- **What is offered by the Children's Service.** As discussed in Chapters 2 and 4, staff and women both raised issues around whether or not the Children's Service is consistently meeting children's needs in all Hub areas. The Caledonian Children's manual, which was substantially revised in 2013, is prefaced by the advice that '*This manual provides guidance rather than instruction because local areas have their own resources and approaches for working with children.*' However, these findings raise the question of whether, in practice, there is too much variation in the service available to children.

A central issue is the extent to which the Children's Workers ought to be involved with families directly, rather than simply advising other Caledonian staff or wider services on how to ensure children's rights and needs are met. The revised manual strongly emphasises that ensuring children's needs are met cannot and should not be the role of one worker, but should be central to the work of all staff in the Caledonian System. However, interviews with staff and women suggest that, nonetheless, there may be unmet need for dedicated support for children affected by domestic abuse. While there will undoubtedly continue to be a need for local flexibility around precisely how children are supported within the Caledonian System, these findings may suggest a need for further discussion about the roles and resources needed (either within or outwith Caledonian) to ensure children's needs are met.

- **The length of time the Women's Service keeps in contact**. As discussed in Chapter 2, being able to offer support to women for two years was seen as a strength of the Caledonian System (a view confirmed by the women we interviewed, most of whom had been engaged for the full two years). Staff were strongly of the view that keeping in touch with women over an extended period of time is important in ensuring that those women who may not be ready to engage earlier on are still given the opportunity to access support. However, there was also a belief among staff that, for women who did not need as much support, it was sometimes unnecessary or even potentially harmful to keep re-contacting them to talk about past experiences of abuse. In part, this was linked to the specific issue of the appropriateness of using the behaviour checklist at the end of the programme. If this issue could be addressed (see 6.4 for further discussion), it may be that keeping in occasional contact by letter or phone would be less problematic.

Finally, in terms of programme design, it is worth noting that stakeholders expressed a desire for the Caledonian Men's Programme – or something like it – to be available more widely, including men who were not the subject of court orders. In general, there was a perception that in most areas of Scotland, there is nothing available to men who carry out domestic abuse until they have been convicted, when earlier intervention could well be successful. A non-compulsory version of the Caledonian System is in fact currently being run in Edinburgh (but was not part of this evaluation).

One stakeholder view was that similar interventions should also be in place for sex offenders, women perpetrators of domestic abuse, and same-sex couples affected by domestic abuse.

6.3 Changes to resources to support delivery

The data collected for this evaluation does not allow a detailed assessment of the costs associated with delivering the Caledonian System. However, interviews with staff and participants did identify a number of issues around the resources available to support delivery that may need to be taken into account in considering its future funding and development. In particular, they raised issues around: staff resources; physical locations; training and support; and information sharing.

6.3.1 Staff resources

Given the variation in staffing structures and delivery models across areas (discussed in Chapter 2), unsurprisingly, there was no consensus among staff on whether or not additional staff resources were needed to support delivery. However, where staff suggested more resources were needed, this appeared to reflect:

- Issues around the role of the Children's Worker – where they were working directly with families, one view was that more resource was needed to support this work.

- Issues around whether or not Men's Workers (particularly Case Managers) were in dedicated Caledonian roles or whether they were also taking on wider criminal justice work. Where Case Managers also had general criminal justice caseloads, there was a perception that they could be over-stretched and lack the time to develop expertise in managing Caledonian cases.

- A perception that the Women's Service in particular areas needed more resources to ensure that all women – including new partners – can be offered the support they need.

Staff and participant accounts also suggest that there may be a need to consider whether additional professional psychological input is needed to ensure the programme is able to work effectively with men and women with complex mental and emotional issues.

6.3.2 Physical locations

Staff and participants suggested a number of improvements to the physical locations used by the Caledonian System, including:

- Changes to the venues for groups in one area to a more convenient and accessible location

- A more suitable venue for meeting women (when it was not possible or appropriate to meet them at their homes), since one view (among Women's Workers) was that social work offices were not particularly comfortable or appropriate for them

- Changes to where Caledonian teams are (co)-located – in addition to a belief that the System works most effectively where whole teams are co-located, it was also suggested that it would be ideal if they could be located alongside relevant staff from the other key services they work with on a regular basis – for example, police, health and housing.

6.3.3 Training and support

As noted in Chapter 2, staff expressed a desire for more training, particularly refresher training, to support delivery of the Caledonian System. This training could address some of the specific delivery issues identified by this report, including:

- Information sharing/joint-working between Men's and Women's Workers and the role of meetings with women in informing Case Managers' work

- Information sharing with women around the Men's Programme – how and to what extent should they be kept updated on men's progress and/or the content of the Men's Programme at particular stages?

- How can Men's Workers best manage men's desire to 'give their side of the story' in the context of a programme aimed at enhancing their accountability for their behaviour?

- How psychometric tests should be used and interpreted (something already covered in Caledonian training, but which this evaluation indicates may need further ongoing attention).

Delivery Managers interviewed for this evaluation (whose views were, in the main, similar to those expressed by other staff) suggested that there may also be a need to build in more comprehensive support for staff to help them cope with potential 'vicarious trauma' from dealing with domestic violence cases on a daily basis. This was not a specific focus of interviews with staff, so may merit further discussion to inform decisions about what is needed going forward. However, insofar as staff did discuss the support they received from management, they were very positive:

> *I've never worked anywhere so supportive. (…) There is the respect there, so they are more likely to listen and similarly with seniors [senior staff]. I've worked in various jobs in the past and that's not been present and if that's not there, it just makes it a toxic environment. This is such a good environment.*
>
> *(Men's Worker)*

6.3.4 Information sharing

Although information sharing between Caledonian teams and their organisational partners was generally reported to be effective, there were examples where it was felt to be working less well or could be improved. In addition to a need to ensure information-sharing protocols were being adhered to by other services (for example, in relation to passing on police reports), it was also suggested that having access to other databases, particularly from other social work teams, would help support more effective and safe delivery.

6.4 Future monitoring and evaluation

This final section of the report outlines the research team's specific recommendations for strengthening the future monitoring and evaluation of the Caledonian System. It is not a comprehensive evaluation plan – the suggestions here need further refinement and development (ideally involving Caledonian Teams, the Scottish Government and SAPOR in discussion around feasibility and resourcing implications). However, it outlines the research team's views of the key elements that need to be in place going forward.

6.4.1 Incorporating a prospective evaluation approach

A key limitation of this evaluation was the lack of feedback from men who had not completed the programme and women who had either turned down or dropped out of the Women's Service. To address this gap, a much longer-term (3-4 year) evaluation is required, involving recruiting men and women on referral to the System and tracking them through repeated interviews over the course of their involvement (or non-involvement – though this is often very challenging in practice, since people who leave interventions are often difficult to keep in touch with and may be unwilling to continue participating in research).

6.4.2 Assessing the feasibility of establishing a control group

Perhaps the key question which has dogged debate about evaluating DVPPs is whether or not experimental or quasi-experimental designs ought to be regarded as the 'gold standard'. On the one side are those who argue that, without a control group of men and women who are not referred to the intervention to compare with, any evidence of impact is inevitably inconclusive and flawed. On the other are those who argue that the ethics of randomised control trials (viewed as 'denying' women and children support for the sake of research design), the fact that professionals often do not implement them by the book, and issues around study recruitment and attrition mean that the evidence they provide is, in any case, far from perfect.

Given the difficulties numerous researchers have had in establishing an effective control or comparison group for similar interventions,[26] we would strongly recommend a scoping study to inform any decisions about its feasibility in a future prospective evaluation of the Caledonian System. While, in our view, ethical and practical barriers probably rule out a 'pure' experimental approach, whereby families are allocated on a random basis to Caledonian or not, a scoping study could explore whether it is possible to construct a 'matched comparison sample' of families from areas where the Caledonian System is not currently operating. However, there would still be substantial challenges around this, particularly around identifying, accessing and recruiting control families. Potential participants would need to be screened after convictions for domestic abuse, to ensure that they were equivalent in profile to those assessed as suitable for the Caledonian project. There would be multiple issues of access – how and when would researchers (or other gatekeepers) be able to contact men for screening and recruiting? And how would they access their partners in a manner that is safe and does not increase their risk? While these issues may not be insurmountable, they would need careful exploration before any prospective study including a control group is commissioned.

6.4.3 Improving the structure, content and management of the monitoring data

The structure, content and completeness of the monitoring data has presented various challenges for this evaluation. We would strongly recommend that, going forward, Caledonian staff are regularly involved in discussions about the monitoring data – what it shows and what changes or improvements to the System it might point to. If the monitoring data is used for continuous improvement, then staff are more likely both to complete the

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[26] Most recently in a UK context, Kelly and Westmarland (2015) concluded they could not use their control sample since it differed in too many key respects from the intervention sample.

required measures and to identify any further changes required to ensure this data can more effectively measure outcomes.

However, based on our own understanding of the current dataset, we would suggest the following changes in order to improve its usability (for Caledonian Teams, future evaluators and the Scottish Government):

- **Considering whether some items of data should become optional rather than compulsory**, in particular:

  o Whether all the psychometric tests for men should be retained as key components of the monitoring data, rather than as tools for Men's Workers to draw on when relevant. If they are all retained, each tool need to be accompanied by clear guidance on how particular scores – and changes over time in scores – should be interpreted in the context of outcomes relating to domestic abuse. If expert psychological input was also built into the System, as discussed above, professional psychologists may be well placed to advise staff on the use of psychometric tools, as well as providing specialist input directly for those participants who need it.

  o Whether it is worth recording the partner behaviour checklist data at all as an outcome measure. As noted repeatedly in this evaluation (and elsewhere – for example, Kelly and Westmarland, 2015), treating women's accounts as the gold standard for measuring changes in men's behaviour (rather than changes in their own feelings of safety and wellbeing) is extremely problematic given that women may no longer be in contact with their (ex) partner in many cases. At the same time, there is a clear need to retain some triangulation or validation of men's accounts of changes to their behaviour – which leads to the next suggestion.

- **Considering whether alternative or additional data should be collected**, in particular:

  o Whether a different set of outcome measures should be used with women, reflecting changes in their perceived safety and wellbeing (which is a key aim of the System as a whole and is something women should be able to comment on regardless of contact with their (ex) partner). These could draw on questions developed for Project Mirabel (Kelly and Westmarland, 2015), which measured a wider range of outcomes for women.

  o Adding an open 'suggestions for improvement' field to both the men's and women's data at each key stage of data collection, in order to provide ongoing feedback on participants' views of the System.

- **Reconsidering the points at which key data can be / should be entered.** At the moment, there is a 'lag' built into the database, in that data is only entered for each stage as they move into the following stage. If it were possible to enter key data – such as the date at which the participant starts each stage – closer to the point in time this actually happens, this would help provide a more accurate and timely picture of participation and attrition.

At the same time, the timings for collecting and recording data from women should be re-considered in light of comments about the varying patterns of women's

engagement. It may make more sense in future for their data to be 'de-coupled' from the stages of the Men's Programme, and instead to capture information about their safety and well-being and their level of contact with the System at 4-6 month intervals.

- **Providing clear guidance on data analysis and use.** As noted in Appendix B, the structure of the monitoring data is somewhat counter-intuitive. However, if it is to be used to provide a clear and consistent picture of participation, attrition, outcomes and (potentially) suggestions for improvement in future, very clear guidance is required on exactly what fields should be used as indicators of each of these and exactly what the base should be for each measure (including, for example, guidance on how to restrict analysis to men who could actually have completed the programme by that point in time). Ideally, there should be a standard template for regular reports of participation, attrition and outcomes and guidance about how to produce each figure, so that these are produced consistently over time and across areas.

- **Building in resource to analyse (and reflect on) the monitoring data on an ongoing basis.** Ensuring that there are resources in place to support collation of and reflection upon key figures on participation, attrition and outcomes on a regular (we would suggest twice yearly) basis will help ensure that the reasons for any differences between areas can be discussed, and that any issues with how the data is being collected or used can be identified and addressed quickly. As described above, this could be done using a standard proforma for each area.

  If the monitoring data is to be genuinely useful in informing practice, there will need to be resource to produce these reports for individual Hubs, teams and (potentially) individual workers. There will also need to be space within team meetings and wider Caledonian networking events to reflect on patterns and differences in the data and what these might mean for future programme delivery or development.

- **Re-launching the monitoring data.** This evaluation has identified considerable scepticism among staff about the usefulness of the monitoring data, which in some cases is viewed as '*box ticking'* which distracts from the overall purpose of the programme. In part, the changes suggested above are intended to address some of this. However, any changes will also need to be accompanied by discussions with staff (alongside further training) to explain the rationale and to convince them that implementing these changes will both reduce their workloads and provide them with more useful information going forward.

6.4.4 Establish the feasibility of data collection from children

Finally, a key gap in this evaluation is the lack of any data from children themselves. In considering the scope for involving them in future evaluations, there remain some key challenges. In particular, children may be unaware of the System unless they are receiving direct support from a Children's Worker, meaning the scope for asking children directly about their views of what difference, if any, the System has made to them remains limited in most cases. However, it may be possible, within a sensitively designed prospective qualitative study, to recruit a sample of children for repeat interview and to explore their understandings of the abuse, their feelings about their own safety, and their general wellbeing, and to examine how these change over time.

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Caledonian System manuals

The Caledonian System: Theory Manual (2009)
The Caledonian System: Synopsis (2009)
The Caledonian System: Men's Programme manual (2009)
The Caledonian System: Women's Service manual (2009)
Getting It Right For Every Child in the Caledonian System manual (2013), Catriona Grant and Ruth Campbell
The Caledonian System: Assessment and evaluation manual (2009)

Annex A – Topic guides

Interviews with users of Men's Programme

Introductions

- Thanks for taking part

- Introduce self, Ipsos MORI and the evaluation:

    e.g. "Ipsos MORI is doing research about the 'Caledonian System' for the Scottish Government. We want to find out what people think about taking part in the programme.

    The aim of the interview is to understand what you think of the programme and how it could be improved.

    Your views and experiences will help the Scottish Government improve services for men, women and families in the future."

- Duration of interview

- Topics we want to discuss

- What you thought when you first heard about the Caledonian programme

- What kinds of things you talk about with your case worker/in groups

- How, if at all, you think taking part in the Caledonian programme has affected you

- How the programme can be improved.

- If any questions you don't want to ask, or if you want to take a break, that's fine – just let me know

- Confidentiality – won't use any names in reports or share our conversation with anyone outside the research team at Ipsos MORI. Only time we might need to pass on something you say in an interview with anyone else would be if you tell us something that makes us concerned someone is in danger of serious harm.

- Recording – for Ipsos MORI use only, will be securely stored and deleted after project.

- Any questions?

- Consent sheet - if happy to take part and be recorded, ask them to sign.

Background information (2 mins)
Purpose: to get a bit of context about the participant to help frame/inform later discussion. NB do not probe too heavily on living situation at this stage if it appears sensitive.

I want to start with just a few questions about you

- How old are you?

- Are you working or not just now? Probe for general details re. job / current economic situation.

- Where about do you stay? (general area)

- Do you live with anyone else? Who?

- Because we'll be talking about your experiences on the Caledonian Men's Programme, and part of the programme is about relationships, it would be really helpful to know whether you still have a relationship with the woman you were with when you were first referred to the programme. Are you still in touch?

Expectations of CS (5 mins)
Purpose: to establish what they thought the CS was and what their expectations were at the start (before they actually started participating)

- How long have you been attending the Caledonian Men's Programme?

I'd like you to think back to when you started with the Caledonian Men's Programme. I'm interested in what you knew about it and how you felt about it at the start.

- How did you first hear about the Caledonian Men's Programme? Probe – who heard about it from? At what point?

    o What did they tell you about it? PROBE AS NECESSARY

        ▪ Were you told how long the programme would last?

        ▪ Were you told how many sessions you would have to attend?

        ▪ What were you told about what would happen in the sessions?

        ▪ What did you think the overall aim of the programme was?

- When you first knew you would be on it, how did you feel about taking part in the Caledonian programme? PROBE: Were you mainly positive / negative about it?

- What, if anything, did you hope or expect the programme might do for you? And for your partner / ex-partner? And, if you have any children, for your children?

- What, if any, concerns did you have about taking part?

Content and nature of the programme (10 mins)
Purpose: to establish what stage of the programme they are currently at and what kinds of things they do/talk about on the programme.
(Questions mainly fact finding but depending on what is raised you may get on to discussing what was more / less useful about sessions here.)

- Who is it that you normally meet with for your programme meetings at the moment?

    o PROBE: Meetings with Case Manager? And what about group work, who leads these sessions? Is there anyone else that you meet with or work with as part of your involvement with Caledonian?

    o *Try and establish whether at pre-group, group or maintenance stage if not clear.*

- Can you describe what a typical meeting with your Case Manager / worker [DEPENDING ON DESCRIPTION OF WHO THEY MEET WITH ABOVE] is / was like? PROBE AS NECESSARY:

    o How long are the meetings?

    o How often do you meet? PROBE FOR DETAIL eg: would you say it is weekly, monthly, less often than that?

    o What sorts of things do they usually talk about?

    o What kind of exercises or activities do they use to help you talk about particular issues? PROBE FOR EXAMPLES. IF NECESSARY, PROMPT – 'self-talk exercises', iceberg, role playing/practising skills, personal plans, any particular topic you discussed?

    o Who decides what sort of things you discuss during your meetings? Were/are you asked what topics you want to talk about in the meetings?

- How would you describe you relationship with your Case Manager / worker? PROBE:

    o What (if anything) is (particularly) good about them?

    o Is there anything about how they work with you that you would change?

- IF PARTICIPANT AT OR PAST GROUP STAGE: And can you taking me through a typical group meeting? (types of things they do, talk about, who leads it, who else is there, etc). PROBE AS NECESSARY

    o How long are the meetings?

    o How regularly do group take place? (PROBE IF NECESSARY – weekly, fortnightly, monthly?)

    o How many people are in the group?

    o What are the group sessions like? PROMPT IF NECESSARY: Would you describe them as supportive, challenging, easy going, difficult?

    o What sorts of things do you usually talk about in group sessions?

- What kind of exercises or activities do group workers use to help you talk about particular issues. PROBE FOR E.G.S. PROMPT IF NECESSARY – 'self-talk exercises', iceberg, role playing/practising skills, updates, abuse accounts, any particular topic you discussed?

Level of engagement with the CS (5 mins)
Purpose: to establish how engaged they've been across the programme and what if anything explains any lower engagement.
(If any points where felt / were less engaged, try and establish whether occurred at pre-group/group/maintenance stage)

Thinking about everything you have done on the programme since you started …

- Was there any point when you felt less happy about taking part? When? For how long? Why felt that way?

- Was there any stage that you stopped coming to groups or meetings for a while? When? For how long? Roughly how many did they miss? Why? What, if anything, encouraged them to come back?At that time was there anything that could have helped to encourage you to come to meetings, or feel more positive about coming to them?

Impact of the Caledonian System (20-25 mins)
Purpose: to establish what, if any, impact they feel the programme had on them across range of areas it tries to influence.
KEY SECTION – should take most time.

ASK OPEN QUESTIONS FIRST AND PROBE AS FULLY AS POSSIBLE. USE SORTING CARD EXERCISE <u>AFTER</u> THIS TO PROMPT ON DETAILED AREAS.

- How, if at all, do you feel your life has changed since being on the Caledonian programme?

  - *If changed* – in what ways? Probe fully for both positives and negatives. What, if any, changes have you noticed to how you **feel**, how you **see the world**, how you **behave**, your **health**, your **family life**, your **relationships** with your partner/ex-partner, **how you see relationships** between men and women generally, your relationships with your **children**, your **work**, your **social life**?

  - What do you think contributed most to this change? Probe fully – CS vs other things?

    - If CS, which elements? Staff delivery? Programme content? Etc. If necessary, prompt – being in a group, 1-1 sessions 'self-talk exercises', iceberg, role playing/practising skills, updates, abuse accounts, any particular topic you discussed?

    - If other things, what were they e.g. family members, friends, their children, their own self-motivation?

- o *If no changes* – how do you feel about that? Are there areas where you would have liked thing to change? What has got in the way of changing these? What, if anything, could the CS have done that might have made a difference/ helped change these things?

- I'm going to give you a pile of cards which I can also read through if you like. On each card is something that might or might not have applied to you or been an issue for you when you first got involved with the Caledonian programme. I'd like you, first of all, to make a pile of everything that applied to or was an issue for you when you FIRST got involved in the Caledonian programme, *before* you started attending meetings. (READ OUT IF THEY ARE STRUGGLING /ASK YOU TO).

- ONCE SORTED, TAKE AWAY PILE THAT DIDN'T APPLY – now I'd like you to take the pile of things that applied to you when you first got involved, and sort it into three piles – one pile of things that you feel have <u>got better</u>, one pile of things that you feel have <u>got worse,</u> and one pile of things you think <u>haven't changed</u>.

Starting with things they think are different now and then moving on to those they think haven't changed, for <u>each card</u>, probe on:

- o What in particular has changed for you? How has this changed?
- o What do you think made the difference in terms of changing that for you?
  - ▪ Probe – CS or other factors? What specific parts of the programme / what things that you did in the programme do you think helped with this? IF OTHER THINGS, what were they e.g. family members, friends, their children, their own self-motivation, change in external circumstances?
- o <u>IF NO CHANGE</u> – What do you think would have helped to make a difference in that area? Is there anything that the programme could have done better to help you in that area?

- Overall, do you think the programme has helped you? In what way in particular? And what part of the programme has helped you most? And what has helped you the least?

- IF RELEVANT: Overall, do you think the programme has helped your children? In what ways? What has helped the most? And what has helped the least?

- IF RELEVANT: Overall, do you think the programme has helped your partner/ex-partner? In what ways? What has helped the most? And what has helped the least?

- Have there been any negatives from taking part? *Probe fully.* What might have helped prevent this from happening?

<u>Future aspirations, suggestions for change</u> and summing up (5-10 mins)

Purpose: to understand how confident they feel that the programme will help them achieve their goals and what suggestions they have for improving it

[ADAPT AS NECESSARY TO REFLECT THE STAGE OF THE PROGRAMME THEY ARE AT]

Now thinking about the remainder of your time on the Caledonian Men's Programme….

- What are your aims for the rest of the programme? What would you like to achieve in the remainder of your time?

- How confident do you feel that this will happen? Why / why not?

- How could the Caledonian Men's Programme be improved?

- Are there parts of the programme that haven't worked as well for you as others? Probe around content, delivery, 1-1 vs group sessions, etc.

- Are there things you would like to do more of? Why is that?

- Are there things you would like to do less of? Why is that?

- If you could describe the programme to someone else who was just starting out, what would you say? What would you tell them about it?

- Is there anything else you would like to say about the programme that we haven't covered? This could be good points or things you would like to change.

Close

- Any final questions from participant
- Thank participant and close interview

STATEMENTS FOR CARD SORT:

- Difficulty talking about my feelings

- Difficulty managing my emotions

- Overreacting to situations

- Problems with alcohol / drugs

- Issues with jealousy

- Issues with anger

- Issues with trust

- Feeling insecure

- Feeling bad about myself

- Not looking after myself properly

- Not supporting my partner / ex-partner

- Not listening to my partner / ex-partner

- Unfairly criticising my partner / ex-partner

- Wanting to know what my partner / ex-partner is doing all the time

- Shouting at my partner / ex-partner

- Shouting at my children

- Physically violent towards my partner / ex-partner

- Blaming other people for my behaviour

- Behaving inappropriately towards my partner / ex-partner

- Negative views about women generally

- Believing men have a right to sex

- Strong views about how men should behave

- Strong views about how women should behave

- Difficult relationship with my child or children

- Not spending time with my child or children

- Being critical of my partner as a mother

Interviews with users with women supported by the System

Introductions

- Thanks for taking part

- Introduce self, Ipsos MORI and the evaluation:

  e.g. "Ipsos MORI is doing research about the 'Caledonian System' for the Scottish Government. We want to find out what people think about the programme.

  The aim of the interview is to understand what you think of the programme and how it could be improved.

  Your views and experiences will help the Scottish Government improve services for men, women and families in the future."

- Duration of interview

- Topics we want to discuss

    o What, if any, kinds of support you have received

    o How you felt about receiving support

    o What, if any, difference the support you or your partner or ex-partner, have received has made to you

    o How the service could be improved.

- If any questions you don't want to ask, or if you want to take a break, that's fine – just let me know

- Confidentiality – won't use any names in reports or share our conversation with anyone outside the research team at Ipsos MORI. Only time we might need to pass on something you say in an interview with anyone else would be if you tell us something that makes us concerned someone is in danger of serious harm.

- Recording – for Ipsos MORI use only, will be securely stored and deleted after project.

- Any questions?

- <u>Consent sheet</u> - if happy to take part and be recorded, ask them to sign.

Background information (3 minutes)
Purpose: to get a bit of context about the participant to help frame/inform later discussion.
Do not probe on contact with partner / ex-partner.

I want to start with just a few questions about you

- How old are you?

- Are you working or not just now? Probe for general details re. job / current economic situation.

- Do you live with anyone else? Who?

- IF UNKNOWN – because we'll be talking about what you think of how the Caledonian System works with men as well as women, it would be helpful to know if you are you still in contact with the man who was on the Caledonian System?

Hearing about CS / expectations (5 minutes)
Purpose: to establish what they thought the CS was and what their expectations were at the start.

I'd like you to think back to when you first heard about the Caledonian System.

- How did you first hear about the Caledonian System?

  o Who from? When?

  o What did they tell you about it?

  o What did you think it would involve? For you? For your partner / ex-partner? For your children?

- When you first knew heard about the System, what did you think about it?

  o IF POSSIBLE, PROBE FOR VIEWS ON DIFFERENT ELEMENTS: What did they think about support they were offered? About the Men's Programme? About what it might be able to do for their children?

- What, if anything, did you hope or expect the System might do for you? And for your partner / ex-partner? And your children?

- What, if any, concerns did you have about it? PROBE RE. DIFFERENT ELEMENTS – Women's Service, Men's Programme, Children's Service.

Length / level of woman's own contact with CS (5 mins)
Purpose: to establish (fairly briefly) how involved they are with CS – how much contact they've had, with who, over what time period – and to understand any barriers to accessing support from CS.

- IF NOT CLEAR FROM PREVIOUS DISCUSSION – what was the <u>first</u> contact you had with a professional from the Caledonian System?
    - When was this?
    - Who was it with?
    - What, if any, support did they offer to you? What did you say to this? Why?
    - How did you feel about the support you were offered? AGAIN, IF NOT CLEAR FROM PREVIOUS DISCUSSION: Did you feel positive or negative about being offered this support? Did you think you would take it up or not? What, if any, concerns/reservations did you have?

- How much contact have you had since with staff from the Caledonian System?
    - Who have you spoken to / met with? *(try and establish whether only contact with Women's Worker or whether also spoken to men's or Children's Workers. Make a note of names.)*
        - If more than one person – who do you have contact with most often?
    - Is contact face-to-face or over the phone?
        - If face-to-face - Where do you meet?
    - How often do you meet / speak? For how long?
        - Has this changed over time? When was contact more / less? Why?

Content / nature of support offered to women (5-10 minutes)
Purpose: to establish what kind of support they've had from professionals in the Caledonian System and what they think of it, as well as how CS fits in with other sources of support

- What kinds of things have you talked to (Women's Worker/other staff) about?
    - Probe – keeping yourself safe, where to go for help/support, their feelings about what has happened to them, their future relationship with their partner/ex-partner
    - Have the kinds of things you discuss changed over time? How?

- Who decides what sort of things you discuss during your meetings? Were/are you asked what topics you want to talk about in the meetings?

- Have they offered to help with safety planning?
    - If yes, did you take them up on this?

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- o How useful or not was this for you? Why?

- Did CS workers put you in touch with any other sources of support?

  - o If yes, who? Did you take this up? Was it useful? Why/why not?

- What do you think about the support you have received from CS workers?

  - o Anything you would change? Timing, regularity, level, content?

  - o Anything you would like more / less of?

- Are you getting support from anywhere else, other than the Caledonian System?

  - o If yes, who? What kinds of things do they support you with?

  - o How does this compare with the support you get from CS staff?

General awareness of Men's Programme and Children's Service (5 minutes)
Purpose: to explore women's awareness of the Men's Programme and Children's Service (views on the impacts covered later, though may start to arise here).

- What, if anything, do you know about your partner / ex-partner's involvement in the Caledonian System? Probe.

  - o Who did / do you find out about partner's involvement from?

  - o What kinds of things are you aware of them doing on the programme?

  - o Do you know what stage they are at now? (i.e. how long been on it and at 1-1 or group-stage?)

  - o Are they still attending? If not, why not?

- How do you feel about the level of information you have about your partner / ex-partners' involvement in the programme? If want to know more – what kinds of things would you like more info on and why?

- IF THEY HAVE CHILDREN – have staff from the CS supported your child(ren) in any way? Probe for details.

Impact of the Caledonian system for women, children and men (25-30 minutes)

Purpose: to establish what, if any, impact they think the programme has had for them, their children and their partner/ex-partner. KEY SECTION.

ASK OPEN QUESTIONS FIRST AND PROBE AS FULLY AS POSSIBLE. USE SORTING CARD EXERCISE AFTER THIS TO PROMPT ON DETAILED AREAS.

- How, if at all, do you feel your life has changed since the Caledonian System first got in touch with you?

    o *If changed* – in what ways? Probe fully for both positives and negatives. What, if any, changes have you noticed to how you **feel**, how you **see yourself**, how you **behave**, your **health**, your **family life**, your **relationships** with your partner/ex-partner, your relationships with your children, your **work**, your **social life**?

    o What do you think contributed most to this change? Probe fully – CS vs other things? If CS – was it the support you or your children received or the work the programme did with your partner / ex-partner that made most difference? What particular bits made most difference? If other things, what were they e.g. family members, friends, their children, their own self-motivation?

    o *If no change* – Are there areas where you would have liked things to change? What has got in the way of changing these? What, if anything, could the CS have done that might have made a difference/ helped change these things?

- What about changes for other people, for example your partner or ex-partner or your children?

- Have you noticed any changes since the Caledonian System first got in touch with you in your partner / ex-partner?

    o *If changed* – in what ways? Probe on positives and any negatives.

    o What do you think contributed most to this change? Probe fully – CS vs other things? If CS – what elements (men's, women's, children's programme)?

    o *If no change* – What do you think have been the barriers to change for him? What, if anything, could the CS have done that might have made more of a difference?

- IF HAS CHILDREN: And are things any different for your children now compared with when the Caledonian system first got in touch with you?

    o *If changed* – in what ways? Probe on positives and any negatives.

    o What do you think contributed most to this change? Probe fully – CS vs other things? If CS – which bits? The work they did with your children, with you, or with your partner?

- o *If no change* – What do you think have been the barriers to change for them? What, if anything, could the CS have done that might have made more of a difference?

CARD SORT

- I'm going to give you a pile of cards which I can also read through if you like. On each card is something that might or might not have applied to you, your partner/ex-partner or your children <u>before</u> you or your partner got involved with the Caledonian System. I'd like you, first of all, to make a pile of everything that was an issue <u>before</u> you or your partner got involved with the Caledonian System. (READ OUT IF THEY ARE STRUGGLING /ASK YOU TO).

- ONCE SORTED, TAKE AWAY PILE THAT <u>DIDN'T</u> APPLY – now I'd like you to take the pile of things that applied before, and sort it into two piles – one pile of things that you feel are <u>different now</u> – they could be better or worse - and one pile of things you think <u>haven't changed</u> or where you <u>don't know</u> if they've changed.

- *Starting with things they think are different now and then moving on to those they think haven't changed, for <u>each card</u>, probe on*:
  - o What in particular has changed? How has this changed?
  - o What do you think made the difference in terms of changing that?
    - Probe – CS or other factors? What specific parts of the System (men's/women's/children's)? What specific things that the Caledonian System did do you think helped with this?
  - o <u>IF NO CHANGE</u> – What do you think would have helped to make a difference in that area? Is there anything that the Caledonian System could have done better to help you in that area?

- Overall, do you think the programme has helped you? In what ways? What has helped you most? And what has helped you least?

- IF RELEVANT: Overall, do you think the programme has helped your children? In what ways? What has helped the most? And what has helped least?

- IF RELEVANT: Overall, do you think the programme has helped your partner/ex-partner? In what ways? What has helped the most? And what has helped least?

- Have there been any negatives from taking part? *Probe fully.* What might have helped prevent this from happening?

Future aspirations, suggestions for change and summing up (5 minutes)
Purpose: to understand how confident they feel that the programme will help them / their children / their partner/ex-partner

- How long do you intend to stay in touch with (Women's Worker/CS) for?

- What would you like to achieve in this time?

- Do you feel confident that this will happen? Why / why not?

  - IF NO: How do you think you could be supported to make sure that this does happen?

Suggestions for change and summing up (5 minutes)
Purpose: to explore suggestions for change to different aspects of the programme

- How could the Caledonian System be improved / changed going forward? PROBE – for example, more sessions, longer or shorter sessions, more time spent on particular topics, more information on particular topics?

- If you could describe the support that you receive from Caledonian to another woman who was just about to start receiving similar support, what would you say? What would you tell them about it?

- Would you recommend it to other women? Why / Why not?

- Is there anything else you would like to say about the System or the support you receive that we haven't covered? This could be good points or things you would like to change.

Close

- Any final questions from participant

- Thank participant and close interview

STATEMENTS FOR CARD SORT:
NB some of these are equivalent to the men's ones, but not all as we need to include some additional statements for women so don't want list to be too long.

- I felt unsafe

- I felt worried about my children's safety

- My health was poor

- I didn't have much confidence in myself

- I didn't have much confidence as a parent

- I felt worried about my children's wellbeing

- My children had a poor relationship with their father

- My children were frightened of their father

- He had difficulty managing his emotions

- He often overreacted to situations

- He had problems with alcohol / drugs

- He was jealous

- He had issues with anger

- He did not often seem to feel good about himself

- He had was not supportive of me as a mother

- He often did not listen to me

- He often unfairly criticised me

- He wanted to know what I was doing all the time

- He shouted at me

- He shouted at my children

- He was physically violent towards me

- He blamed other people for his behaviour

- He had negative views about women generally

- He believed men have a right to sex

- He had strong views about how men should behave

- He had strong views about how women should behave

Interviews with men's, women's and Children's Workers

Introductions

- Thanks for taking part

- Introduce self, Ipsos MORI, the evaluation (on behalf of Scottish Government, feeding into application to reaccreditation, interviewing men, women and professionals over next 3 weeks, reporting in June)

- Duration of interview/group

- Topics we want to discuss

- Confidentiality – won't use any names in reports or refer to location if quote professionals directly

- Recording – for Ipsos MORI use only, will be securely stored and deleted after project. Check consent to record?

- Ground rules – one at a time for recorder; moderator role – ensure cover everything and everyone gets chance to have a say.

- Any questions?

Participants' roles / experience with the Caledonian System

- Go round room and ask each person to introduce themselves and their role, to say how long they've been working with the Caledonian System, and how many men / women / children they work with (as appropriate) at the moment.

- Is delivering the CS their only role?

- If not, how much of their time is spent on it? What do they do in the rest of their working week?

Aims of the Caledonian System

What do you see as the differences between the Caledonian System and other ways of working with families affected by domestic violence?

- If necessary, probe around: work with men, women and children; underpinning values/approach; partnership working

- What are the main pros of the Caledonian System approach? And the cons?

Delivery of the Caledonian System

Thinking about how you deliver the System in practice, can you describe the kinds of approaches do you tend to use to help address men's assessment needs?

- Probe for details: how often do they meet men? how long do they engage with them? what types of topics do they discuss?

- How would you describe the individual sessions you have with men? PROBE Are they very structured, or fairly flexible? Do you tailor your approach depending on the particular men? In what way?

- And how would you describe the group sessions? PROBE Are they structured, or flexible? Do they vary depending on types of men? In what way?

- What areas of the programme are most / least effective in meeting men's needs (probe if necessary around case management, pre-group, group, maintenance, specific sessions, specific techniques)?

How helpful have you found the manuals as a tool for shaping the delivery of the System?

- What aspects of the manuals are most useful? And least?

Are there any areas of delivery of the System in this area where it has been challenging to deliver it as set out in the manuals?

- Probe for details – what areas / any other areas? Why has it been challenging?

- Are there elements that you deliver differently from the manuals? Why is that?

- Are there elements that you don't deliver at all? Why is that?

- What has the impact of that been for families you work with (men, women, children)?

As far as you are aware, are there any differences between how the Caledonian System is delivered in this area compared with how it is delivered elsewhere, for example in the other areas in this Hub, or in the other Hubs?

- Views on the reasons for these differences?

- And the pros and cons (especially in terms of service available to families)

Who are the main partner agencies they work with in their Caledonian System role?

- What protocols, policies or arrangements are in place for working with other agencies?

- What impacts have these protocols, policies and arrangements had on the delivery the System in your area?

- What areas of interagency working could be improved? How?

- Does interagency working present any risks, for example in relation to sharing of data? How have these been dealt with?

As far as you know, has the funding for the Caledonian System in your area been spent as planned?

- Have particular elements cost more or less than anticipated? Why is this?

Participation in the System

- Clarify how men are assessed for participation and who does this

We're interested in whether there are particular groups of men or women in your experience that are more or less likely to engage with the Caledonian System

- Are there particular groups of men who are more or less likely to be assessed as suitable to participate?
    - Any groups who tend not to be referred? Or who tend not to be assessed as suitable? Why? For those who are not assessed as suitable, what other interventions or support is provided?
    - How well does the initial assessment process work in identifying the right type of men?
    - Does it need adapting in any way? PROBE How appropriate do you think the criteria for assessing suitability for the System are?
    - Is the CS right for all the groups of men who are currently referred/assessed as suitable? If not, why not? What do they think should be provided for these groups instead?
- Are there any particular groups of men who are more or less likely to engage with the Men's Programme once referred?
    - Why? Probe on individual reasons (i.e. to do with the men/their circumstances) vs. System reasons
    - And how many men tend to disengage or drop out of the service? If you don't know an exact number, do you have a rough idea of the proportion, so is it one in ten, one in twenty, for example?
    - Are there particular points where men tend to disengage / drop out? Why?
    - What do they do in situations where men are not engaging?
- Are there any particular groups of women who are more or less likely to accept support? Or to engage with support in a more intensive way? Why?
    - Probe on individual reasons (i.e. to do with the women/their circumstances) vs. System reasons
    - What reasons do women give for taking up support or not?
    - What, if anything, might encourage more women to take up support?
    - What stages do women tend to seek support? What stages do they tend to disengage / be less engaged?
- Do women who do take up support tend to engage with **safety planning**? Why / Why not? Reasons why would / would not complete safety plans with women as part of CS?

Impact of the Caledonian System on women

I am interested in your views on the effectiveness of the Caledonian System in meeting the needs of women partners and ex-partners. So, firstly, how would you describe the needs of women at the beginning of the intervention?

How effective is the Caledonian System in meeting the needs of women partners / ex-partners (and why)?

- Probe for examples where they think it has met women's needs well / fully. How did the System achieve this? What elements of the system contributed most? (probe if necessary around men's service, Women's Service, Children's Service, what specifically helped in terms of actions)

- And examples where they feel they haven't been able to meet women's needs? Why not? What were the barriers?

- Are there specific groups of women or specific circumstances in which they feel they are more / less able to meet women's needs via the CS? Why? What are the facilitators / barriers?

- What changes might improve the ability of the System to meet women's needs more effectively?

Impact on children / parenting

What, if any, impact do they think the Caledonian System has for children?

- Which elements have most / least impact? (Probe: Children's Service, men's service, Women's Service). Why?

- How effective is the System is in supporting mothers in their parenting role? In what ways? (probe around strengthening their authority / improving relationships with children)? Evidence/examples? Reasons is / is not effective (for different women)? Which elements of the System help most with this (men's, women's, Children's Service)?

- And Fathers? How effective is the system in supporting men to become better fathers? Evidence/examples? Which elements of the System? Reasons is / is not effective (for different men)?

- How could the System be improved to lead to better outcomes for children?

Impact of the Caledonian System on men

How effective, overall, do you think the Caledonian System is in changing men's knowledge, attitudes and motivations around domestic abuse (and why)?

- Probe for examples where they think CS was successful in changing knowledge, attitudes or motivations. How did it achieve this? What elements of the system contributed most to this change? (probe if necessary around case management, pre-group, group, maintenance, specific sessions, specific techniques)

- And examples of aspects of the Caledonian System that haven't led to change in the individuals? What was it about these parts of the System that haven't

contributed to change? What were the barriers that prevented change coming about?

- Are there specific kinds of men they think the System is more or less effective at achieving change with, in terms of attitude, motivation and behaviour? Can you describe the types of men that are easier to change, or are more susceptible to change? And can you describe those that more resistant to change?

How effective, overall, do you think the Caledonian System is in changing men's reported behaviour, based on how the men and/or women describe their/their partner's behaviour? (and why)?

- Probe for examples where they think it has changed behaviour. How did the System achieve this? What elements of the system contributed most? (probe if necessary around case management, pre-group, group, maintenance, specific sessions, specific techniques)
- And examples where it hasn't led to change? Why not? What were the barriers?
- Are there specific kinds of men they think it is more or less effective at achieving behaviour change with? Why? What happens when behaviour doesn't change?

How effective, overall, do you think the Caledonian System is in meeting men's assessed needs (and why)?

- What kinds of needs is the system more / less equipped to meet effectively?
- What changes might improve the ability of the System to work with men to achieve attitude and behaviour change and meet their needs?

<u>Other changes?</u>
Are there any other areas where they feel the CS or the way it operates locally could be improved? How? Probe fully.

Appendix B - Caledonian System monitoring data: issues and limitations

The main sources of data available to the evaluation team on how many men and women have taken up the programme, engagement and attrition at different stages, and the main quantitative measure of outcomes were excerpts of data from the Caledonian Monitoring Database. These were provided to the evaluation team in mid-April 2016, and included all data entered onto the Caledonian Data System from 2011 up until to this point.

The men's monitoring data includes details of: their basic demographic characteristics (age, employment status, ethnicity); their offending record; any issues with drugs and alcohol; their risk profile at various stages of the programme (as measured by the Spousal Assault Risk Assessment Guide or SARA); their programme responsiveness; their scores across a range of psychometric measures at various stages of the programme; whether or not they started and completed different stages of the programme (Pre-group, Group and Maintenance); and the reasons for attrition.

The women's monitoring data includes information about: their characteristics; their contact with/acceptance of the Women's Service; their engagement with the Women's Service at different stages; and their assessment of their partner's behaviour and attitudes at different stages of the programme. Monitoring data for men and women was provided in Excel format by each of the five hubs to Ipsos MORI and transferred to SPSS for analysis.

A pre-evaluation review of the Caledonian System conducted for the Scottish Government in early 2015 identified a number of limitations to this database as a tool for evaluating the Caledonian System (Burman and MacQueen, 2015). In particular, it flagged:

- **high levels of missing data**, both in terms of whole cases that are missing from the data altogether and large quantities of missing data at particular fields, particularly the assessment tools used with men at later stages of the programme, Women's Behaviour and Partner Scaled Checklists, and Women's Experience questionnaires (which directly seek women's views on the Caledonian System).

- **limited data on the reasons for variations in women's level of engagement** with the service (which could, in fact, reflect positive outcomes – for example, indicating that they have moved on from the relationship and do not feel the need for support). They also highlight challenges around using a database with a linear structure (following the Men's Programme) to explore women's engagement, which may fluctuate over time for good reason.

The report authors also highlight the fact that the database was not originally intended to be the main source of information for evaluation purposes, and that staff had expressed concern about its use as an evaluation tool.

Since the pre-evaluation report, work has been conducted to try and improve the completeness of the dataset – for example, by trying to address some of the issues around mandatory data fields and 'controls' in the system that were in some cases preventing Hubs from entering all the information they had collected. However, analysis of the data provided to Ipsos MORI for this evaluation team and discussions with Caledonian staff highlighted ongoing issues. In particular:

- **Missing cases from the men's data.** Delivery Managers and Data Champions (who are responsible for entering data for each Hub) reported that the actual number of participants was higher than indicated by the monitoring data for a number of reasons, including the fact that 'closed cases' are currently deleted from the system altogether after a period of time (cited as 3 years in one Hub) for data protection reasons, and as a result of issues around mandatory data fields (for example, one area reported that 27 cases were missing from the data included in this report as a result of the fact the database insists on an LSCMI score, which were introduced in that area *after* Caledonian) . There is also something of a time lag in entering data, so some men who have started Pre-group but not finished it yet will not have been entered.

Estimating the number of missing cases is difficult, but discussions and additional data provided to the evaluation team by Hubs indicate that there may be in the region of 100-180 men who have started the programme but are still at Pre-group stage, and 40-80 men who started on the Caledonian programme but are missing from the monitoring data for a variety of other reasons.

It is also worth noting that the data does not include any information about men who were assessed for Caledonian but who were not, in the end, given orders to attend – it is not therefore possible to use the monitoring data to assess how the profile of men assessed but deemed unsuitable for Caledonian compares with that of those who start the programme.

- **The scope for inclusion in the women's monitoring data misses some women who are provided with (limited) support by Caledonian.** The monitoring data only includes women where their partner is assessed as suitable for Caledonian. However, as noted in Chapter 2, Caledonian staff meet with women during the assessment stage and provide some (more limited) support to them even when their partner is not in the end given an order to attend the Men's Programme. These women are not included anywhere in the monitoring data.

- **The women's monitoring data <u>cannot</u> be used to evaluate the impact of the Men's Programme.** As discussed in Chapter 2, Women's Workers reported significant difficulties around completing the Women's Behaviour Checklist and Partner Behaviour Checklist when women were no longer in contact with their partner. The level of missing data in these fields prevent their being used to evaluate the Men's Programme – the monitoring data to mid-April 2016 included only 133 partner checklist recorded at Pre-group, 55 at Group and 33 at Maintenance stage. The discussion in Chapter 2 indicates that this is not simply a case of the monitoring data having been inadequately completed – rather, it indicates substantive and real challenges around basing evaluations of the Men's Programme on the views of (ex) partners on their progress, given the level of contact they may have as the programme progresses.

- **Ongoing issues with missing data from particular fields.** While in some cases (as with the Women's Behaviour Checklist), discussions with staff suggest clear reasons for this, in other cases it is not completely self-evident why data has not been entered. For example, in the men's data there are 382 cases under the field "started group work", but only 350 with a date for when group work started, and 310 with a "programme responsiveness" score. While the reasons for this are not wholly

clear, interviews with staff for this evaluation confirm that staff have mixed views on the purpose and use of the monitoring data – as discussed in Burman and MacQueen (2015), there remained a perception that Caledonian teams do not get anything back from the (very large volume of) monitoring data they collect and that it is just '*form filling*'. This may, in part, explain why some fields still have missing data.

In addition to these problems, it is also worth noting that the dataset has a **counter-intuitive structure** and, in part as a result of this, it is not straightforward to identify which variable should be used to try and assess particular outputs or outcomes. In particular, because data for each stage is only entered as men enter the *following* stage, this means that, for example, rather than looking at the variable that apparently shows the number of men starting the Group stage to identify this figure, the actual number starting Group stage is more accurately estimated by identifying all those men for whom some Pre-group data has been entered. This structure introduces a high risk of potential error in attempting to construct an accurate (or as accurate as is possible) picture of participation and attrition.

Appendix C – Additional tables and figures

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Table C.1: Number of men recorded in monitoring data as starting the Men's Programme, mid-September 2010 to April 2016, by hub

Hub	Number of men in monitoring data as starting men's programme
Lothian and Borders	282
Dumfries and Galloway	83
Forth Valley	170
Aberdeen	241
Ayrshire	165
Total	**941**

Table C.2: Number of men recorded in monitoring data as starting and completing various stages of Men's Programme – restricted to actual/potential completions as of April 2016

Stage		TOTAL	Lothian and Borders	Dumfries and Galloway	Forth Valley	Aberdeen	Ayrshire
All potential completers[1]		**583**	157	40	117	153	116
Completed Pre-group and started Group stage	**Number**	**479**	126	36	96	136	85
	%	**82%**	80%	90%	82%	89%	73%
Completed Group stage and started Maintenance stage	**Number**	**280**	87	28	55	66	44
	%	**48%**	55%	70%	47%	43%	38%
Did not complete the full programme[2]	**Number**	**324**	58	11	77	91	87
	%	**56%**	37%	28%	66%	59%	75%
Outcome unclear from monitoring data[3]	**Number**	**72**	27	7	12	16	10
	%	**12%**	17%	18%	10%	10%	9%
Completed the programme successfully[4]	**Number**	187	72	22	28	46	19
	% of all potential completers	**32%**	46%	55%	24%	30%	16%
	% of those with a clear recorded outcome[5]	**37%**	55%	67%	27%	34%	18%

Notes to table:

[1] All those with a date of order up to the end March 2014 (i.e. 2 years before the monitoring data was submitted for the evaluation) OR whose date of order is missing, but whose case is no longer open as they have left the programme. Anyone whose order was within the last 2 years could still be on the programme, and could not yet have completed successfully.

[2] All those that are recorded as 'closed' and were NOT recorded as 'completed successfully' at Maintenance stage, plus any recorded as 'breached' or 'revoked' at Maintenance stage.

[3] Any cases where order was over 2 years ago, but not recorded as 'completed successfully' and not closed.

[4] All those with whose Maintenance stage outcome is recorded as 'completed successfully'.

[5] All those recorded as completed successfully, divided by those completed successfully + those recorded as 'breached' or 'revoked' + those recorded as 'closed' and NOT completed successfully (i.e. excluding those whose outcome was unclear).

Table C.3: Age profile of all men starting Men's Programme

Age	% of total
16 to 18	1%
19 to 24	17%
25 to 34	44%
35 to 44	23%
45 to 54	12%
55+	3%
Base: all with date of birth data available	*939*

Table C.4: Ethnicity of all men starting Men's Programme

Ethnicity	% of total
White	98%
African, Caribbean or Black	0.5%
Asian, Asian Scottish or Asian British	0.4%
Mixed or multiple ethnic groups	0.3%
Other	1%
Base: all with ethnicity data available	*778*

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Figure C.1: SARA 3 (Risk to others) at assessment and maintenance
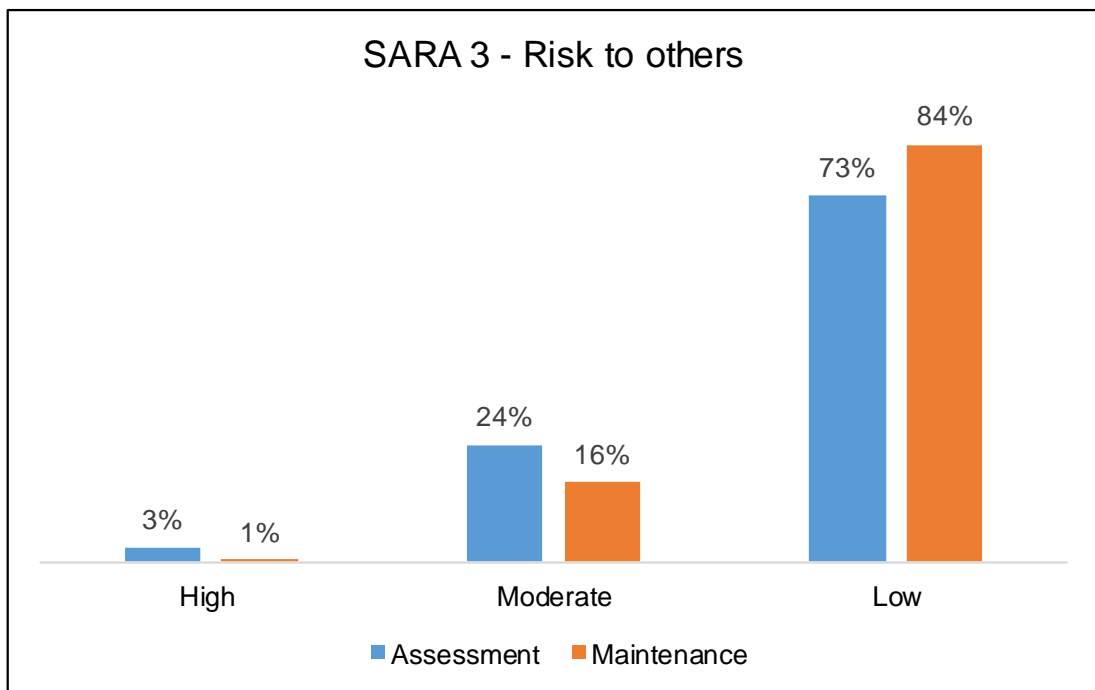
Base: All with a SARA 3 score at assessment and maintenance stages (195)

Table C.5:– Psychometric test scores at Pre-group and Maintenance stages

	Baseline range in the data	Pre Group Mean Score	Maintenance Mean Score	Change	Base
Propensity for Abusiveness Scale (PAS)	41-170	56.4	47.2	-9.2 (-16.3%)	*133*
Levenson Locus of Control (LOC)					
LOC 1 – Internality	0-48	30.8	30.5	-0.3 (-1%)	*132*
LOC 2 - Powerful others	0-48	18.4	15.3	-3.1 (-16.8%)	*132*
LOC 3 – Chance	0-48	21.4	18.0	-3.4 (-15.9%)	*132*
Balanced Inventory of Desired Responding (BIDR)					
BIDR A – Self deception	1-100	52.2	55.1	+2.9 (+5.6%)	*130*
BIDR B – Impression management	1-100	50.4	50.5	+0.1 (0.2%)	*130*

Table C.6: Alcohol and drug problems at Pre-group and Maintenance stages stage

	Pre-group	Maintenance
Alcohol problem		
Yes	81%[27]	43%
No	19%	56%
Base: all those for whom data is available at Pre-group and Maintenance		174
Drugs problem		
Yes	57%	23%
No	43%	77%
Base: all those for whom data is available at Pre-group and Maintenance		*175*

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[27] 'Yes' based on all those with a score of 0, 1, or 2. 'No' based on all those with a score of 3.

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REVISIONS TABLE

	Date	Changes
First Published 1.0	01/01/2012	Update 1.0
Revision 1.1	15/08/2012	Update 1.1
Revision 1.2	01/12/2012	Update 1.2
Revision 2.0	18/05/2013	Update 1.3
2nd Edition 2.0	03/03/2015	Update 2.0

UPDATES PAGE

Update 1.0	01/01/2012	First Published 1.0
Update 1.1	15/08/2012	Revision 1.1
Update 1.2	01/12/2012	Revision 1.2
Update 1.3	18/05/2013	Revision 1.3
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Update 1.1
Revision 1.1   15/08/2012

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Update 1.2
Revision 1.2   01/12/2012

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