

# Manual of Standards

## July 2009

| Scottish Accreditation Panel  
for Offender Programmes



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| for Offender Programmes

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# DESIGN ACCREDITATION STANDARDS

## A1 PROGRAMME RATIONALE IS CLEARLY STATED AND BASED ON BEST AVAILABLE EVIDENCE OR REASONED ARGUMENT. A RATIONALE MUST INCLUDE:

- > Need for programme.
- > Target group.
- > Model of change.
- > Criminogenic needs linked to programme content.
- > Programme outcomes.

## A2 PROGRAMME'S METHODS ARE CLEARLY STATED AND BASED ON BEST AVAILABLE EVIDENCE OR REASONED ARGUMENT. THIS MUST INCLUDE:

- > Methods to achieve intended programme outcomes.
- > Methods to motivate and maintain engagement.

## A3 PROGRAMME USES EFFECTIVE AND APPROPRIATE METHODS TO SELECT PARTICIPANTS AND ASSESS THEIR PROGRESS. THIS MUST INCLUDE:

- > Selection/exclusion criteria.
- > Referral processes.
- > Assessment tools and procedures for selection.
- > Assessment methods and procedures for monitoring progress during programme.
- > Assessment methods and procedures for evaluating progress at end of programme.
- > Post programme reporting.
- > Feedback to participants.

## A4 THE PROGRAMME DESIGN ENCOURAGES PARTICIPATION AND MAXIMISES BENEFIT FOR PARTICIPANTS. THIS MUST INCLUDE:

- > Group size and composition.
- > Number, length and frequency of sessions.
- > Sequencing of components.
- > Preparatory, inter-session and post-programme work.
- > Supporting participants who have missed sessions or are experiencing difficulties.
- > Excluding/removing participants before programme completion.
- > Re-introducing participants.

**A5 PROGRAMME DESIGN INCLUDES APPROPRIATE CRITERIA AND METHODS FOR SELECTION (AND, WHERE NECESSARY, DE-SELECTION) AND MANAGEMENT OF STAFF. THIS MUST INCLUDE:**

- > Person specifications and role descriptions<sup>1</sup>.
- > Guidance on numbers and composition of programme staff.
- > Training and support methods for relevant staff, including consideration of potential risks.

**A6 THE SUBMISSION IDENTIFIES APPROPRIATE RESOURCES AND CONDITIONS NEEDED FOR SUCCESSFUL IMPLEMENTATION. THIS MUST INCLUDE:**

- > Resources.
- > Maintaining programme integrity.
- > Monitoring, recording and auditing the delivery of programme sessions.

**A7 THERE IS AN APPROPRIATE EVALUATION FRAMEWORK, PROGRAMME DESIGN REFLECTS THIS FRAMEWORK AND THE SPONSOR DEMONSTRATES A COMMITMENT TO CARRY THIS OUT. THIS REQUIRES ARRANGEMENTS FOR:**

- > Research design.
- > Collection of data.
- > Data analysis.
- > Process evaluation.
- > Outcome evaluation.
- > Formative and summative feedback to designers, sponsors and delivery agencies.

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<sup>1</sup> (INCLUDING PROGRAMME MANAGERS, TREATMENT MANAGERS, PROGRAMME FACILITATORS, CASE MANAGERS, PSYCHOMETRIC TESTERS)

# DELIVERY ACCREDITATION STANDARDS

## B1: ALL PROGRAMME STAFF\* ARE SYSTEMATICALLY SELECTED AND PROPERLY TRAINED.

*The accreditation process will look for policy and procedures which demonstrate that the selection process meets the requirements contained within the management manual and that staff meet the defined criteria. It will also seek confirmation that their continuing professional development is ensured.*

- 1.1 Selection of programme staff is carried out by managers who have adequate knowledge of the programme delivery process and the skills that are required for delivery.
- 1.2 Selection procedures ensure that programme facilitators possess the necessary skills and qualities to deliver programmes.
- 1.3 Treatment Managers are selected in a way that ensures they have the relevant skills and experience of programme delivery.
- 1.4 Selection processes for programme staff are recorded and are transparent.
- 1.5 Training (as defined within the Training Manual) is provided for all programme staff and a record of staff training is maintained. All facilitators are trained before delivering their first programme. Further training is provided if required to maintain the quality of delivery.
- 1.6 Treatment Managers are provided with ongoing training and development.
- 1.7 There are procedures in place to manage the de-selection of programme staff.
- 1.8 De-briefing is offered to programme staff who are withdrawn from programme delivery.

\* Programme staff can include, Programme Managers, Treatment Managers, Case Managers, Psychometric Testers.

## **B2: THE MANAGEMENT AND SUPPORT OF PROGRAMME STAFF IS IN LINE WITH THE PROGRAMME DESIGN.**

*The accreditation process will look for evidence that support of and commitment to programme staff is present at all levels in SPS establishments and Criminal Justice Social Work. It will also look for evidence that staff are managed in a way that recognises the particular demands placed upon facilitators.*

- 2.1 Programme facilitators are deployed in the manner specified within the programme design.
- 2.2 Preparation and de-brief time are provided in line with programme design.
- 2.3 Programme staff receive support and regular supervision during the course of the programme.
- 2.4 Procedures are in place to support facilitators and prevent burnout resulting from the pressures of delivery and programme staff receive any counselling specified in the programme design.

## **B3: PROGRAMMES ARE DELIVERED IN A WAY THAT MAXIMISES THEIR EFFECTIVENESS.**

*The accreditation process will seek evidence that programmes are delivered to the appropriate participants in the prescribed manner. Evidence will also be sought to confirm that ongoing monitoring takes place to ensure the integrity of programmes is maintained.*

- 3.1 Participants are selected in accordance with the instructions in the programme design and commence programmes in a way that links with their supervision plan.
- 3.2 Participants complete any specified preparatory or pre-programme work before starting a programme.
- 3.3 Provision is made for participants from minority groups. No lone placements are made in programmes without the participant's agreement. Appropriate support arrangements should be evidenced.
- 3.4 All participants complete a consent form demonstrating their understanding of the requirements to attend the programme and consequences of non-attendance. Participants also give consent for video recording of sessions.
- 3.5 Maximum and minimum group sizes are adhered to in accordance with the programme design.
- 3.6 Sessions are delivered at the frequency defined in the programme design.
- 3.7 Participant absences are responded to in accordance with/ as specified within the programme design.
- 3.8 Arrangements for catch-up sessions, as specified within the programme design, are followed.

- 3.9 Participants attending a programme are not withdrawn or transferred, without justifiable cause, before completion.
- 3.10 The integrity of the programme is maintained and monitored as specified within the programme design.
- 3.11 There is ongoing feedback of monitoring information to Treatment Managers and Facilitators.

#### **B4: PROGRAMMES ARE MANAGED IN A WAY THAT MAXIMISES THEIR EFFECTIVENESS.**

**The accreditation process will seek evidence that the wider management environment in which programme delivery takes place contributes to their effectiveness. It will also look for evidence of systematic planning and resourcing of programmes.**

- 4.1 Senior management should be able to evidence their commitment to the efficient running of the programme demonstrated in strategic and operational plans.
- 4.2 There is documentary evidence that the best use of resources required for programme delivery have been planned and include consideration of staffing, training, accommodation, materials and equipment.
- 4.3 Staffing levels are sufficient to secure the delivery of the programme and contingency arrangements for absence of programme staff are in place.
- 4.4 The scheduling of programmes take account of the needs of participants – such as those who are in employment.
- 4.5 Awareness training about programmes is delivered to all relevant staff.
- 4.6 An understanding of the purpose of programmes and their theoretical base is displayed by all relevant staff.
- 4.7 There are systems that foster programme awareness amongst potential participants.
- 4.8 There is evidence of proactive communication with other stakeholders.
- 4.9 Where necessary, waiting lists are kept and reviewed.
- 4.10 The turnover of facilitators is monitored.

## **B5: ROOMS AND EQUIPMENT ARE OF A STANDARD THAT ENSURES THE QUALITY OF PROGRAMME DELIVERY.**

*The accreditation process will look for evidence that the quality of accommodation, equipment and other facilities reach the standards required to deliver programmes effectively.*

- 5.1 Programme delivery equipment is appropriate and available.
- 5.2 Programmes are delivered in suitable, identified, safe and secure accommodation and risk management procedures for programme delivery can be evidenced.
- 5.3 The furniture and fabric of the accommodation are suitable for the purpose.

## **B6: DOCUMENTATION IS MAINTAINED TO SUPPORT PROGRAMME DELIVERY.**

*The accreditation process will look for evidence that efficient storage, retrieval and transmission of programme related information is in place.*

- 6.1 There is an adequate stock of programme related stationery.
- 6.2 Participant attendance at programme sessions is recorded & monitored.
- 6.3 Withdrawals from the programme are detailed and recorded in accordance with the programme design.
- 6.4 A post-programme report is completed for each participant which includes recommendations in respect of any further treatment needs or case management.
- 6.5 Reports and records are forwarded to appropriate persons. If a participant moves to another area, reports and records are transferred to the appropriate person and agency.
- 6.6 Paper and electronic programme data are maintained securely.

## **B7: PROGRAMMES ARE MONITORED AND EVALUATED.**

*The accreditation process will look for evidence that processes are in place to ensure regular monitoring and that evaluation information is available in a form which provides local management information.*

- 7.1 Policies/ procedures are in place which clearly identify the members of staff responsible for monitoring attendance and enforcing compliance. These policies and procedures are understood by all relevant staff.
- 7.2 Data are collected for evaluation of the effectiveness of the programme.
- 7.3 Data on programme completions and non-completions are collated and monitored.
- 7.4 The use of selection tools, pre-programme tests and post-programme tests is monitored.

- 7.5 Participant feedback is collated and available for measurement and monitoring purposes.
- 7.6 Feedback is provided to programme designers and sponsors.
- 7.7 Programme data are subject to outcome evaluation.

## **B8: CASE MANAGEMENT & PROGRAMME MANAGEMENT.**

*The accreditation process will seek evidence that the Case Management and Programme Management arrangements are fully integrated to meet offender needs.*

- 8.1 The work undertaken on the programme integrates into each individual offender's case management plan.
- 8.2 There is ongoing two-way communication and liaison between case manager and programme staff (this will include case handover if there is a change in case manager).
- 8.3 There are mechanisms in place which allow transfer of information between staff responsible for individual offenders.
- 8.4 Arrangements are in place for the transfer of participants relapse prevention/ risk management plan to case management staff upon completion of the programme.
- 8.5 The post-programme case management plan identifies individual objectives to build upon the progress made and reduce the risk of re-offending.

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