

**NORTH STRATHCLYDE
COMMUNITY JUSTICE AUTHORITY**

**CRIMINAL JUSTICE SOCIAL WORK SERVICES
TRAINING STRATEGY 2008 - 2011**

1.00. Policy Context

The North Strathclyde Community Justice Authority joint area plan for 2008/11 is required to include proposals for developing and supporting the workforce of each agency within the CJA.

The specification for such proposals, set out by the Justice and Communities Directorate of the Scottish Government, considers the issue of staff training to be crucial in the implementation of the CJA joint area plan and states "*the engagement of staff working in various agencies and partner bodies holds the key to translating the proposals set out in the area plans into the successful new ways of working with offenders, foreshadowed in the Criminal Justice Plan and the Management of Offenders etc (Scotland) Act 2005.*"

The Justice and Communities Directorate also supports the findings of the National Advisory Body on Offender Management who are of the view that current arrangements are inconsistent and that a more coherent approach is required to support the delivery of the themes outlined in the National Strategy to promote working together in new ways and to develop and support the workforce.

Based on the above findings, the Justice Department proposed delivery themes at three different levels:

- (i) *Development of a national framework.*
- (ii) *Promoting joint training and development opportunities within the CJAs.*
- (iii) *Addressing the current lack of capacity which exists for specific training associated with national initiatives for criminal justice social workers.*

In particular, the Department identified that urgent action was required to "*increase the capacity within criminal justice social work services to deliver and co-ordinate training for national initiatives, such as*

- *The introduction of standard risk assessment and management tools, and*
- *The roll out of accredited programmes*

In addition to addressing the above policy this NSCJA strategy takes account of a number of relevant publications including:

- The recommendations contained within the 21st Century Review of Social Work "*Changing Lives*" which states "*Doing more of the same won't work. Increasing demand, greater complexity and rising expectations mean that the current situation is not sustainable.*" The review emphasises the contribution of staff to services quality and identifies the need for staff to be properly qualified, trained, developed and supported throughout their career.
- The Social Work Inspection Agency Report "*Criminal Justice Social Work Performance Inspection Programme*", published in 2007, which also identified the need for increased training and development of Criminal Justice staff.
- The training needs arising from the publication "*Scotland's Choice*" and "*Revitalise and Reform*" both of which propose greater use of community penalties and new approaches to dealing with offenders within the community.

- The Scottish Drugs Strategy “The Road to Recovery” sets out how the Scottish Government intends to tackle Scotland’s drug problem and identifies action which the Government will take forward to ensure *“that those working in drug services in Scotland have the skills and knowledge they need.”*
- The Criminal Justice National Training Agenda requirements for use of accredited Risk Assessment tools and specialist interventions and proposals to commence accredited programmes on Work with Women Offenders, Violence Prevention Programme and the Caledonian Programme on Work with Perpetrators of Domestic Violence in March/April of 2009.
- The draft National Objectives and Standards for Social Work Services in the Criminal Justice System which identifies three key outcomes for CJSW:
 - (i) *Community Safety and public protection*
 - (ii) *The reduction of re-offending*
 - (iii) *Social inclusion to support desistance from crime.*

Two common themes emerging from the above publications are:

- (i) The need for improved inter-agency and partnership working, including the involvement of communities, and,
- (ii) The need to enhance the capacity of the workforce, by ensuring the appropriate skills, knowledge, and competencies.

2.00. NSCJA Training Strategy

This strategy aims to meet Criminal Justice Social Work Training needs arising from the above publications; specific training arising from National CJ Training agenda and is further informed by other training needs identified in a Criminal Justice Training Audit undertaken across the 6 constituent Local Authorities within NSCJA in 2008.

This audit provides positive evidence that staff involved in the provision of CJSW services across NSCJA have a wide range of experience and skills in management techniques and in delivering core Criminal Justice activities. It is clear that considerable inroads have been made into staff training within the past two years and these continue to be provided on a rolling programme of training. These include: CSOGP, Risk Matrix 2000, Stable & Acute and Constructs PSSO. However, what emerges clearly from this audit is the recognition by staff of the rapid changes facing Criminal Justice Social Work services, the demands arising from these changes and the need to be equipped to address new ways of working.

In recognition of these changes some 50 training issues were identified by staff at various levels within Criminal Justice Social Work Services. Priorities emerging from this audit were training issues in relation to new initiatives such as LSCMI, while others relate to the development of existing skills and experience regarding promoting desistance and one to one work with persistent offenders. Overall the audit provides a clear indication of the commitment of CJSW staff to continuous learning and development within a climate of change.

3.00. Implementation

Given the limitations of the training budget and overall funding constrictions, it is essential that implementation of this strategy reflects the principles of effectiveness, value for money and adding value. Our aim is to make best use of existing resources, namely the expertise and knowledge available through our Local Authorities' and other Partner Agencies' training sections and through the extensive practice experience of the CJSW staff.

Some components of this training agenda may be delivered through:

- external training events;
- events hosted by NSCJA or Local Authorities and/or other partner agencies
- staff continuing to have access to relevant post qualification courses or SVQ training modules.

Other components will be delivered by using:

- First line managers and senior practitioners to provide supervision and evaluation; through
- provision of reading materials, guidance notes, protocols and CD ROMs and where appropriate,
- Practice exchange methods
- Peer group learning, using experienced staff to provide mentoring, shadowing or observational learning opportunities for less experienced staff. The additional benefit of this approach is that experienced staff will have the opportunity to contribute to service quality and to continue their own professional development through participation in the peer group learning process.

It is envisaged that staff will continue to access other non Criminal Justice Social Work training, including Child Protection, via local CHP/Social Work Training Strategies available across the 6 local authorities.

The Scottish Social Work Services Councils' (SSSC) Code of Practice states *“As a social service employer, you must provide training and development opportunities to enable social service workers to strengthen and develop their skills and knowledge.”* While NSCJA is not the employer of CJSW services staff, this Strategy reflects the intention of each constituent Local Authority to work in partnership to meet their common objectives. This will assist each of the partners to meet that obligation and also provide Criminal Justice Social Work staff with the opportunity to undertake relevant training _ fulfilling their personal responsibility to undertake Post Registration Training and Learning (PRTL) as required by the SSSC.

In addition to the Audit of Training, which will provide the foundation for the Training and Development Officer to establish and maintain an accurate training data base, all staff who undertake training will be provided with certification of participation detailing the learning outcome/s of specific training events and facilitating maintenance of personal training portfolios.

4.00. Monitoring & Review

It is critical that implementation of the Training Strategy is carefully monitored and is reviewed on an annual basis. Key to the success of the Strategy is the role of NSCJA

Training and Development Officer, who with the assistance of the two NSCJA Criminal Justice Social Work Training Groups, (one North of the River Clyde and the other South of the River Clyde,) will have responsibility for overseeing implementation and review of the CJ Training Strategy.

The NSCJA Training & Development Officer will also be responsible for maintaining accurate records and the provision of a twice yearly report to NSCJA Chief Officer about the training of CJ staff, namely:

- the number of staff trained in each specific area of practice,
- the number of staff with an identified training need & still to be trained, and
- the accomplishment of training outcomes and timescales.

5.00. Evaluation and Quality Assurance

In order to ensure that training is fit for purpose and credible with the work force, it is essential that a series of evaluation mechanisms are established. These will include:

- Evaluation to be completed by each participant at the end of each training event
- Trainers' evaluation – trainers will complete an evaluation of the course or event.
- Workplace evaluation – this will form part of the formal supervision process - with all training undertaken by participants discussed and the learning outcomes evaluated by their line manager.
- Standard evaluation pro-forma will be provided for each training course or event.
- All participant evaluations will include a range of standard variables to allow assessment and benchmarking of key outcomes
- Longitudinal evaluation of impact on practice and identified service outcomes.

6.00. Number of staff involved

6 Service Managers
22 First line managers
72 CJ Social Workers (QSW)
27 CJ staff (addiction workers, etc)
44 CSO officers, assistants & supervisors
42 Administrative support staff

7.00. Funding / Resources.

Implementation of this Strategy will be funded from a range of sources including the NSCJA training budget; NSCJA partner local authorities' and partner agencies' training budgets and from the National Training budget. The NSCJA will provide a forum for continued discussion and consultation of the funding and resource implications of the strategy.

8.00. The Action Plan

The key aims of the Training Strategy and accompanying Action Plan are:

- To provide consistency in training and development of the Criminal Justice workforce across North Strathclyde.

- To ensure that all staff, in whatever role they occupy, have a clear understanding of their role and share a common approach to work with offenders.
- To ensure high standards and quality of learning opportunities for all Criminal Justice staff, and that there is equality of access.

The Action Plan provides a (clear structure of the knowledge, skills and competencies required by all those working within Criminal Justice Social Work Services. Such knowledge, skills and competencies are identified as 'tasks' and relate to the role and remit of individual staff groupings within the service. In order to address the variety of identified learning needs within CJ, the Action Plan is targeted at six groups of staff, as follows:

- Group 1: CJ Service Managers / Principal Officers within NSCJA
- Group 2: CJ First Line Managers
- Group 3: Registered social workers – including all front line staff project staff, prison based social work and court teams)
- Group 4: Common training relevant to all Criminal Justice practitioners both registered Social Workers and non-social work qualified staff (e.g. addiction workers, CJ support workers, DDTO and Throughcare assistants, etc.)
- Group 5: Community Service Assistants and Supervisors
- Group 6: Administrative and Business Support staff.

The Action Plan also identifies agencies responsible for training delivery, anticipated outcomes and timescales for the first year.

9.00 Training Action Plan: 2009 - 2010

In each annual action plan it is envisaged that:

- ✚ 6 category 1 tasks will be completed
- ✚ 4 category 2 tasks will be completed, and
- ✚ 2 or 3 category 3 tasks will be completed

This is a minimum and it is recognised that additional priorities may arise as a result of local or national developments in legislation or policy.

Part 1: National Training Strategy Objective	Task	Category	Target Group	Responsible	Outcome
Ensure implementation of the National Training Strategy, particularly in relation to: <ul style="list-style-type: none"> • Sex Offending • Persistent Offenders • LSCMI 	1) Continue to facilitate delivery of training programme on work related to sex offending including: <ul style="list-style-type: none"> • CSOGP – Case Manager Training • Risk Matrix 2000 • Stable & Acute 07 	Category 2	CJ Social Workers	NSCJA T & D officer National Training Group	Roll out across the CJA All new appointees to have access to training on: CSOGP, RM 2000 & Stable & Acute
	2) Continue to facilitate delivery of Constructs PSSO Training: <ul style="list-style-type: none"> • 1 day course • 3 day course • 5 day course 	Category 2	All relevant CJ staff and addiction staff	NSCJA T&D Officer National Training Group	All new appointees to have access to training in Constructs PSSO.
	3) Facilitate delivery of training on LSCMI	Category 1	CJ Social Worker	NSCJA T&D Officer National Training Group	All CJ Social workers trained in application of LSCMI
	4) Access national training on Working with Women Offenders	Category 1	CJ Social Workers	NSCJA T&D Officer National Training Group	Women Offender's Programme available National Training accessed.
	5) Access national training on	Category 1	CJ Social Workers	NSCJA T&D Officer	National Violence Prevention Programme

	Working with Violent Offenders			National Training Group SPS	available National Training accessed
	6) Access national training on the Caledonian Domestic Abuse Programme	Category 1	Relevant CJ Social Workers	NSCJA T&D Officer National Training Group	Programme awaiting accreditation
Ensure CJ staff are informed and enabled to implement the new National Objectives and Standards for Social Work within the Criminal Justice System	Ensure dissemination of national introductory information on the New National Objectives and Standards for CJ Services. Access National Training	Category 1		National Training Group NSCJA T&D Officer CJA Training Groups	Series of three information / familiarisation events held across the CJA Training commenced
Part 2: Management					
Objective	Task	Category	Target Group	Responsible	Outcome
All Senior Managers to have appropriate skills & training required to lead the service	Source appropriate training modules for senior managers including: <ul style="list-style-type: none"> • Service Performance Management • Leadership Skills • Partnership Working • Financial Management • Strategic Planning • Service Commissioning All, or most, of the above modules are provided by the CJA partner Local Authority's Corporate or SW Training Sections. The task is therefore to liaise with these sections to ascertain what is available and identify how these may be delivered to meet the group needs of CJ Senior Managers. Mapping and Scoping exercise across NSCJA.	Category 1	Senior Managers	NSCJA T & D Officer L.A. Corporate and SW Training Sections.	Mapping and scoping exercise completed Training identified and sourced where appropriate.

<p>Support first line managers to provide high quality supervision; to manage performance; to promote continuous improvement and to support critical decision making based on sound evidence.</p>	<p>Develop programme of training for First line managers to include modules on:</p> <ul style="list-style-type: none"> • Staff Supervision • Performance Management • Financial Management • Risk Management • Quality Assurance & Improvement • Partnership working <p>Most of the above modules can be accessed via the CJA partner Local Authorities. The task is therefore to liaise with these sections to identify how best to make these specific to training needs of CJ Front Line Managers and, where appropriate, Senior Practitioners.</p> <p>Mapping and scoping exercise across NSCJA partners</p>	<p>Category 1</p>	<p>Front Line Managers Senior Practitioners</p>	<p>NSCJA T & D Officer L.A. Corporate and SW Training Sections.</p>	<p>Mapping and Scoping exercise completed</p> <p>All current front line managers to have access to relevant modules</p> <p>All new appointees with management responsibility to have access to the induction / development pack</p>
<p>Part 3: CJ Social Workers</p>					
<p>Objectives</p>	<p>Task</p>	<p>Category</p>	<p>Target group</p>	<p>Responsible</p>	<p>Outcome</p>
<p>Ensure that all CJ Social workers responsible for statutory supervision of offenders within the community have the practical skills to undertake effective, one to one work, designed to meet levels of offending and ensure robust levels of supervision.</p>	<p>Source and cost training module on Motivational Interviewing (promoting desistance).</p> <p>Identify relevant reading materials, including pro-social Modelling.</p>	<p>Category 2</p>	<p>CJ Social Workers</p>	<p>NSCJA T&D Officer CJA Training Groups</p>	<p>Module identified – training available.</p> <p>Reading material available.</p>

	Develop training module re one to one work on challenging, persistent offending – using experience gained from Constructs PSSO.	Category 3	CJ Social Workers	NSCJA T&D Officer CJA Training Groups Group work managers	Training module identified – training available.
	Develop training on MAPPA Guidance provided to CJ staff south of the river – at two levels: (i) Multi agency familiarisation (ii) CJ Social Work staff.	Category 2	All relevant CJ Social Workers (Inverclyde, Renfrewshire & East Renfrewshire.)	NSCJA T&D Officer CJA Training Groups	Familiarisations sessions delivered.
	Continue to deliver VISOR training to relevant staff within NSCJA	Category 1	CJ Social Workers	NSCJA T&D Officer CJA Training Groups Designated VISOR Trainers in each of the Local Authorities Strathclyde Police	All current relevant staff trained
To maximise capacity and ensure the effective use of newly and recently qualified Social Workers working within the service	Staff Induction Coaching and mentoring arrangements	Category 2	CJ Social Workers Relevant Administrative staff	NSCJA T&D Officer CJA Training Groups	All current relevant staff trained Training available to new appointees Coaching and mentoring arrangements established
Part 4: All Criminal Justice front line staff.					
Objectives	Task	Category	Target Group	Responsible Officer/s	Outcome
To maximise capacity and ensure the effective use of non social work qualified staff working within the service to support and sustain the work undertaken by CJ Social workers with offenders on CJ statutory orders.	Identify methods of training on: <ul style="list-style-type: none"> interviewing, information gathering and analyses for report writing, With front line managers and senior practitioners providing mentoring to less experienced staff & non Social Work qualified staff.	Category 2	All CJ social workers CJ Support workers Throughcare support workers Addiction workers DTTO staff.	NSCJA T&D Officer CJA Training Groups Front line managers Senior Practitioners Local Officers	Shadowing/mentoring arrangements and / or programme established. Training available

	<p>Develop drug and alcohol training</p> <p>Develop partnership arrangements for delivery of drug and alcohol awareness training.</p> <p>Access packages of advanced training on drug & alcohol misuse.</p> <p>Link into locally available drug and alcohol training initiatives and resources.</p>	Category 2	All relevant CJ staff	NSCJA T&D Officer All LA and SW Training Officers	Staff trained.
	<p>CJ staff to access existing local resources on Mental Health awareness training.</p> <p>Develop learning materials for Criminal Justice practice with mentally disordered offenders.</p>	Category 2	All relevant CJ staff	NSCJA T&D Officer	<p>Staff trained.</p> <p>Learning materials available.</p>
	<p>Coordinate access to, and deliver training on Generic Group work skills.</p>	Category 2	Relevant CJ Social Work staff.	NSCJA T&D Officer	Training available
Facilitate access to external training opportunities including SVQ's.	<p>Liaison with all staff groupings re current qualification levels:</p> <ul style="list-style-type: none"> • audit of training & learning needs • identification of a range of learning opportunities required prior to qualification • research of potential registration requirements. <p>Develop an agreed qualification pathway appropriate to each CJ staff grouping, and which meets the needs of potential registration requirements.</p>	Category 3	Individual staff groups	NSCJA T&D Officer CJA Training Groups	Agreed qualification pathway and timeframe / action plan developed.

Part 5: All "Unpaid Work Hours" staff.					
Objectives	Task	Category	Target Group	Responsible Officer/s	Outcome
<p>To ensure that Community Service , Supervised Attendance and all other "unpaid work hours" staff are equipped to</p> <ul style="list-style-type: none"> • undertake effective risk assessments in relation to placement of offenders; • have the ability to match offenders into placements which are meaningful and match their capacity, skills and ability, • have the skills to ensure a safe working environment for those offenders undertaking Community Service, Supervised Attendance or any other "unpaid work hours" activities within the community. 	Develop a strategy and package of relevant training for all "unpaid work hours" staff.	Category 1	CSO & "Unpaid Hours Work" Supervisors	NSCJA T&D Officer NSCJA Reform & Revitalise Group	<ul style="list-style-type: none"> • Strategy completed • Training delivered.
Part 6 Administrative and Clerical Support					
Objectives	Task	Category	Target Group	Responsible Officer/s	Outcomes
To ensure that CJ administrative and clerical support staff have the appropriate training and skills to enable them to undertake specific tasks relating to the delivery of CJ	Access L.A. training (as relevant to grade & responsibility) to enable admin/clerical support staff to play an integral role in the delivery of CJ services - through having the	Category 2	All CJ clerical and administrative assistants and officers	NSCJA T&D Officer L.A. Heads of Administration, L.A. Corporate and SW Training Sections	Training available

services.	appropriate skills to: <ul style="list-style-type: none"> • collect and analyse data • present information • provide accurate minute taking • oversee budgetary monitoring • prepare and present the various CJ statistical returns. 				
	Introduce "Data Champions" and mentoring arrangements.	Category 1	All CJ clerical and administrative assistants and officers	NSCJA T&D Officer Renfrewshire Data Champions.	Data Champions introduced. Mentoring , shadowing and support networks in place.

***** Note that the National scheme for accreditation of the programmes mentioned in this section; i.e. Caledonian and the revision of LSCMI from a web-based only version have been considerably delayed - there may yet be further slippage and the time frame not yet entirely clear. Perhaps the target dates set here should allow for flexibility in terms of National development.