

Glasgow Community Justice Authority

Research Report

Training Audit



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Appendix:

BACKGROUND AND OBJECTIVES

Glasgow Community Justice Authorities (CJA) is one of 8 CJAs in Scotland established by the Scottish Executive. Its role is to reduce re offending, improve the management of offenders and create safer communities by delivering the National Strategy on the Management of Offenders in Glasgow. The new agency will improve working between key partners, particularly City Council Criminal Justice Social Work Services and the Scottish Prison Service. CJAs were established in April 2006 and took up their full responsibilities in April 2007.

There are a range of partner organisations listed in the legislation that must work with the CJA these are:

- Glasgow City Council, particularly Criminal Justice Social Work Services,
- Scottish Prison Service,
- Strathclyde Police,
- Greater Glasgow NHS
- Scottish Court Service,
- Crown Office and Procurator Fiscal Service,
- Victim Support Scotland.
- Voluntary organisations which receive more than £100,000 in funding from the Council to work with offenders and/or their families. For Glasgow this includes Apex, Sacro, Crossreach and Turning Point Scotland.

The role of the Glasgow CJA is to plan, co-ordinate, monitor and report on the delivery of offender services by local partners and what impact these services have on reducing re offending and making communities safer. Its functions include:

- to provide an area plan which sets out the priorities for the partner organisations and to monitor the delivery of the plan and its actions,
- to ensure co-operation and the sharing of information between Criminal Justice Social Work, the Scottish Prison Service, responsible authorities and partners,
- to promote improvement, new ways of working and good practice,
- to promote consistent ways of working and shared ways of assessing risk and managing offenders,
- to allocate resources to local authority criminal justice social work services and to encourage the development of shared resources between partners to deliver better results and improved services,
- to report annually to Ministers on the delivery of offender services.

The National Strategy for the Management of Offenders requires all Community Justice Authorities to develop and support the workforce in partner agencies to help deliver the strategy, to support a problem solving approach and improve joint working. The CJA is required to use an Area Plan to find ways to identify further opportunities to bring professionals together to pool their skills and identify opportunities for joint training, work shadowing, secondment and mentoring where this would add value.

In Glasgow's Area Plan there is a commitment to conduct a training audit to inform this development programme and identify the training opportunities planned by partners to raise awareness of new ways of working, such as the multi agency protection arrangements for the management of sex offenders and violent offenders and to address the offender priority groups and priority issues in the area plan such as re offending behaviour, homelessness, employability and addictions.

George Street Research was appointed to conduct a Training Audit. The purpose of this audit, as outlined in the brief, was to establish:

- The current training capacity and resources in each partner organisation and any current training plans linked to the management of offenders strategy
- Planned training opportunities for 2007-2008, 2008-2009 to address the priorities and actions identified in the national strategy for the management of offenders and the Glasgow CJA Area Plan. These may be provided nationally or by local partners.
- Specific partners' training planned or required on new joint tools and approaches such as the multi agency public protection arrangements, the integrated case management approach, the violent and sex offenders register and risk assessment tools.
- The current training or awareness raising planned around the key offender groups prioritised in the Glasgow Area Plan, particularly those to address
 - The priority offender groups listed
 - Offending behaviour
 - Housing and accommodation
 - Employability
 - Addictions and Mental health issues
- Current policies on and the use of secondment, shadowing and mentoring and partners options or priorities in these areas which would improve joint working on the management of offenders.

Research Aims and Objectives

It was hoped that the outcome of this research would enable Glasgow CJA to identify priorities and opportunities to improve the management of offenders and reduce re-offending through an inter agency approach to training on selected areas and themes. The objectives for this research were to:

- Provide clear and concise information on partners' training and development policies, resources and activities.
- Outline priorities and opportunities for improved joint training and development including shadowing, mentoring and placements.
- Outline future training priorities, possible activities and gaps and areas for development.

However, when the research project commenced it was clear that not all the partners were going to be in a position to provide all the data necessary to meet these objectives. Several of the partners had specific challenges related to recruitment, unfilled vacancies and/or re-organisations that were affecting their ability to co-ordinate their own training provision.

However, it was possible to speak to individuals within every organisation to ascertain their own priorities, opportunities and attitudes towards sharing training provision.

Research Design

At the outset it was expected that a significant proportion of this project would be conducted by desk based research. The Chief Officer asked all partners to provide details of their training strategy, plans and their current resources. Some information was received from most organisations, but it was extremely mixed in content and format. George Street Research has attempted to build an Access database of the information provided. It is hoped that this database could form the basis of future information sharing, although it is recognised that there will be considerable logistical, IT and management challenges to face before such a database could be universally adopted.

The project was originally envisaged as having a qualitative dimension requiring some interviews with partner organisations. Having established that there were challenges in providing a full data set it was decided to interview all the partners and the voluntary organisations associated with the Glasgow CJA. We also believed it was appropriate to speak to representatives of the Risk Management Authority and the Scottish Executive to help build the context for the project.

METHODOLOGY AND SAMPLE

As previously stated, the Chief Officer Anne Connolly, had requested that each organisation provided paper and electronic copies of their training strategy, training plans, training capacity and capabilities. This information has been used to help start building an Access database with searchable functions by organisation, date and course title. It is hoped that this database might form the basis for future information sharing among the partners.

David Primrose, from George Street Research, conducted a mix of telephone and face to face depth interviews with individuals from the Scottish Executive, the Risk Management Authority and the partners in the Glasgow CJA. The full list of those interviewed is shown below.

Method	Respondents
Telephone	Yvonne Gailey, Risk Management Authority
Telephone	Brian Robertson, Apex Scotland
Face to face	Mark McSherry, Scottish Executive
Telephone	David Martin, Strathclyde Police
Face to face	Shona Hamilton, SACRO
Face to face	George McNeilly, Crossreach
Face to face	Marnie Hodge, Turning Point
Face to face	John Tannahill, Procurator Fiscal
Telephone	Jim Andrews, Victim Support
Face to face	Ms Sandi Kerr, Social Work Services
Face to face	Heather Keir, Scottish Prison Service,
Telephone	Alex Palmer, NHS Scotland

All respondents were very helpful and we are very grateful for their willingness to co-operate with us on this project.

RESEARCH SUMMARY

An Access database has been prepared containing some of the details about training offered presently by the CJA partners. However, the nature of the information received was extremely varied and, in each instance, it was challenging to decide what should go in and what should not. However, now that the partners have an opportunity to see a template, it should be considerably easier for them to imagine how they might populate such a database.

Although a central source of training data was recognised by all participants have having potential value, there will be considerable management and IT challenges in maintaining such a database and ensuring that access was available to all managers who might be interested in using it to book training for their own staff. However, there was a consensus among participants that such a system would be valuable and would help contribute to several of the objectives set for Glasgow CJA.

The other main points to emerge from the qualitative interviews were:-

- All partner organisations expressed a willingness to co-operate and share training.
- Allocation of resources and funding issues, particularly for the voluntary sector, will need to be addressed.
- There is spare capacity for sharing training within some organisations.
- Specific facilities which could be utilised for shared training were suggested by Strathclyde Police, Apex and SACRO.

- Although several organisations were able to provide specific details of training planned and their training strategy, some other organisations are seriously hampered by a lack of personnel and resources. There is a specific issue in Criminal Justice Social Work at present.
- A single data source for training capacity would be ideal, although there are considerable logistical challenges.
- A CJA sub-group may be required to help co-ordinate the sharing of training information. This already happens on both a formal and informal level between some organisations, but to increase the scope will require a degree of co-ordination and management.
- All organisations operate some form of personal development planning and appraisal system, and most training is pre-planned with a mix of core and development training.
- All organisations recognised the value in joint understanding and knowledge of what respective partners do. However, it was generally agreed that the structures were not yet in place to organise or evaluate shared mentoring at this stage. It was believed that greater value would be obtained from the facilitation of information sharing between front-line staff at events or forums.

Organisational Breakdown

Not all organisations provided a full breakdown of their training resources in terms of finance, budget and personnel. However, the following is a summary of the information made available.

Organisation	Individual Budgets / Allocations	Resources
Risk Management Authority		RMA Courses Distance Learning
Apex Scotland	Needs based	National Centre in Dundee
Strathclyde Police	Job orientated	(FTRC) Jackton Scottish Police College
SACRO	5½ days per person £340 per person	Manager, Officer & 2 admin staff
Crossreach	4 – 5 days per person per year	Sub-contracted (for Glasgow)
Turning Point	Needs based	Manager, Officer & 2 admin staff + 3 vacancies for officers + all ops staff (56)
Procurator Fiscal	Needs based	Training Manager Online Academy
Victim Support	5 day foundation course	Centre in Aberdeen Head of Training 2 training officers
Social Work Services	Up to 15 days per person	2 vacancies Brooke Street – Core Clyde Quay
Scottish Prison Service,	Job orientated	SPS College
NHS Scotland		30 – 40 training personnel in Glasgow

MAIN FINDINGS

1. External Stakeholders – RMA and Scottish Executive

Risk Management Authority

A telephone interview was conducted with Yvonne Gailey of the Risk Management Authority (RMA). All her comments related to a national, rather than a specifically Glasgow context.

Priorities

- The priority from their perspective in all aspects of risk assessment and risk management is for a consistent national approach. Historically, local authorities were able to specify the tools and techniques needed but this is now moving towards the position where there is going to be a more consistent national approach.
- This move to consistent assessment is being centrally facilitated.
- Although tools are being adopted consistently, the RMA would like to see consistent levels of professional training for those using the tools.

Training Issues

- Even individuals with a Diploma in Social Work do not necessarily have a sound grasp of risk assessment. Therefore some people can find themselves in a position of being trained how to use a particular tool without necessarily understanding the purpose and context in which it is being used. There is a gap which needs to be addressed in some organisations.
- The RMA would like to see individuals using risk assessment tools trained, not just in how to use a particular tool, but in wider matters of judgement relating to risk. They would therefore have core skills over and above how to use particular tools.

- There was believed to be a concern among some professionals that there is an over reliance on particular tools at the expense of professional judgements.
- There is also a belief that College and University courses in Social Work should, ideally, have a larger element about risk and the assessment and management of risk.
- It was also thought that it was very difficult for people to move into Criminal Justice Social Work without having experience of other aspects of Social Work first.

Training Provision

- The RMA do already author and run training courses.
- They are trying to introduce training in the techniques in structured professional judgements.
- They have produced distance learning resources as well, including a CD for first line managers in local authorities.
- The services of the RMA are provided to local authorities for no charge

Quality Standards

- The Social Work Inspection Agency, who are responsible for inspecting service provision, were suggested as the body who should be inspecting consistency of professional risk assessment across Scotland.

Scottish Executive

A face to face interview was held with Mark McSherry in St Andrews House to discuss the national perspective on training issues within the CJAs.

Priorities

- The Scottish Executive has recently been in the position of a deliverer of training and this is a role that they wish to get away from. The priority is to delegate training responsibility to individual CJAs.
- The Executive wants to be in a position of facilitating training and overseeing the training agenda, but they should not be charged with responsibility for delivery.
- The framework should be set centrally, supported by local capacity for delivery.
- The Executive has acknowledged that there is a gap in social work training and that urgent steps are needed to help address this.

Current Challenges

- Current levels of training and delivery across the country are inconsistent. It is a matter of some urgency that consistent delivery of services, including assessments, is put in place across Scotland.
- At present most training is delivered by operational staff which is not believed to be sustainable in the longer term. There is a challenge in providing expert training resources that will reach to local centres of delivery.
- It is believed that the CJA is the ideal vehicle for co-ordinating training delivery at a local level, working to the guidelines of a national framework.
- Joint delivery of training across CJA partners would have benefits in consistent delivery, however, it is recognised that there are issues in

capacity and consistency. Some of the training delivered within particular organisations is very specific to that organisation and work will be required to make it generic.

- The Executive recognises that there are particular challenges in Glasgow caused by a lack of capacity for training and vacancies in key posts within Criminal Justice Social Work.

Executive Developments

- The Scottish Executive is developing a Training Needs Analysis format that will be able to be rolled out across Scotland by the end of 2007.
- The Executive is looking to provide the long term vision on training and development. If training can be delivered in partnership at a local level it should feed through into consistent service and ultimately stronger communities.
- There is a big challenge for the Executive and the CJAs to lead and communicate with all partner organisations. Communication and co-ordination will, in time, help to reduce duplication and overlap of resources and capacity.

2. Criminal Justice Social Work

A face to face interview was completed with Sandi Kerr, one of five Operations Managers in Community Health and Care Partnerships. She has specific involvement in training.

Policies, Resources & Activities

- The department has a desperate need for training officers. There are two vacancies for a Senior Learning & Development Officer and a Learning Development Officer. The challenge appears to be that the available grades do not match experience or aspiration of candidates. This has resulted in delays and gaps in service provision.
- All employees have or will have PDPs and the department is rolling out a CPD framework
- Staff are supervised on a regular basis.
- Induction is generalised for social work. There is not a specific Criminal Justice induction. Main training takes place in-house by way of shadowing, mentoring and observation.
- CareJust system training is mandatory for all staff.
- There are standard courses for staff
 - IT, generic training, management training – not criminal justice.
- Core training for CJSW staff
 - LSI-R (Level of Service Inventory-Revised)
 - Risk Matrix 2000
 - Stable & acute DSP (Data Sharing Partnership) tool
 - Constructs Group Work Training
- Training is delivered and arranged through personal contacts and arranged through managers' knowledge of how and where to access
- There is no central training guide, directory or other similar resource.

- Clyde Quay project provides specialist support and some training for people working with sex offenders.
- There is a need for all assessment measures to be reviewed and refreshed and that will require considerable training resource. All staff will need training on standard core elements. Training must be consistent and have integrity.
- Brooke Street (Social Work) provides basic training.
- Budgets devolved – up to 15 days allocated for each staff member.

Priorities and Opportunities for Joint Training

- There is a real need for all parties to learn about the roles of each partner and to understand in more detail what each partner does, what their specialisms are and how the process is interlinked.
- Networking is viewed as a positive benefit arising from shared training. Sharing experiences helps to break down any differences in attitude.
- Networking is required to help develop shared values.
- Networking could be facilitated and could be specific:-
 - Practitioner forums
 - Sharing experiences
- There is already a close association with some partners. Working relationship with the police are already quite well established. There are great challenges for integration within the CHCP.

Future Training Priorities

- The recruitment of suitable training professionals is the biggest challenge faced by CJSW.
- Changes are being held back due to ongoing uncertainty and unfilled vacancies.
- Successor courses are not in place.

- The building blocks for training are:-
 - Assessment, harm, risk, quality
- Management training is also needed including:-
 - Case management
 - Group work skills
 - Confidence
 - Leadership
- Scottish Executive is setting the agenda, but resources will be needed to help deliver at a local level.
 - Rolling out Constructs – this is labour intensive and costly.
 - Community Sex Offender Groupwork Programme (CSOGP)
 - There are competing demands in specialist areas.
 - Training budgets are being devolved.

3. Strathclyde Police

A telephone interview was completed with David Martin of Strathclyde Police

Policies, Resources & Activities

- Forces training for Strathclyde is undertaken at the Force Training and Recruitment Centre, at Jackton. There is also a national training college.
- Induction and basic training for Strathclyde takes place there. There is a lot of change and re-organisation taking place at present because Strathclyde police are being re-organised from 4 to 3 divisions.
- Objective of police training policy is to ensure that staff are trained before being transferred to a role rather than on the job. This creates problems and is not always possible.
- The current policy states that training is to be more job focused and concentrated on areas that will be used. However, individuals are often moved around a lot in the police and it is not always easy to prepare them for new roles.
- The complex at Jackton was funded with a view to offering it as a public and shared training facility, but that has not materialised yet.
- For some time the police have had difficulty in recognising and reconciling the possibility for joint training.
- The police have considerable resources, especially in facilities, which could be made available to the CJA if suitable arrangements were in place.

Priorities and Opportunities for Joint Training

- The amount of joint training currently undertaken is limited. There has been no great desire to look outside police and discuss or offer joint training.

- Some joint training is undertaken with CJSW – most specifically on risk management and RM 2000.
- However, it was described as “pushing at an open door” if the idea was to be further developed and opportunities could be exploited.
- In the past partnership working has been talked about and there has been limited activity, however, the reality is that it has not been a big feature.
- Community Health and Care Partnerships and the CJA represent a great chance to work together and evidence is that it is starting at a local level.
- Some ideas for joint training are being explored by individuals.
- Each organisation would need to ensure that all staff were clear about objectives for training and benefits of joint delivery or development
- Not all basic training (e.g. interviewing) would be suitable to social work and police.
- Where bodies work closely (e.g. recent protocol for working with children in care, ViSOR, risk assessment) then joint training would be very valuable.
 - Common interest – common goal – common training needs
- Relations between partners are at an historically good level at present
- However, concerned that there would not be enough common ground between police and some partners to justify joint training.

Future Training Priorities

- Future training plans are focused on job specific needs.
- Where close co-operation between police and other partners is being planned or is already taking place, then it is recommended that joint training should be considered at the planning stage.

- This may be in dealing with particular offender groups, or in specific programmes
- Even possibility of secondment or shadowing might be useful

4. Scottish Prison Service

A face-to-face interview with Heather Keir was held at the organisation's head office at South Gyle in Edinburgh.

Policies, Resources & Activities

- The organisation regards training as a very high priority. The commitment to staff training is strong. Most training that is delivered is focused on operational requirements.
- All training, however, has to take place in the context of operational planning. Shifts etc. have to be covered at all times. There is limited flexibility about training planning and delivery because security and safety take precedence over everything.
- A copy of the organisation's training schedule for August – October 2007 was provided. The SPS College provides much of the training. E-learning is also available for Health and Safety, EHCR and Intelligence Information
- Each employee has a Personal Performance Management Plan (PPMP) and documentation has been provided as an example. Each staff member has Personal Learning and Development Plan (PLDP)
- Prisons are run to a performance contract agreed by the Governor which keeps the focus on operational requirement and delivery.
- There has been a recent emphasis on integrated case management training. The organisation is becoming more CJA and community facing and more aware of the role and responsibility in that regard. The organisation has 4 posts where individuals are charged with working with CJAs and assisting in the planning process.

Priorities and Opportunities for Joint Training

- Each prison has a Link Centre and each individual inmate goes through a process of core screening accompanied by an assessment of needs. The Link Centre facilitates the meeting of individual needs. Some of this may be done by external bodies, including voluntary organisations.
- Some SPS staff will gain knowledge and learn about the offender programmes through their contact with the inmates and through contact with providers through the Link Centres.
- Joint training on Risk Management and Integrated Case Management has already been identified as an area of joint interest.
- SPS are certainly willing to consider opportunities for joint training, but it remains only a theoretical possibility due to operational challenges, and also funding arrangements.
- The SPS College provides a range of courses which may be of interest to others, but at present, they are mostly designed for a prison context and focused on supporting specific job roles.
- There is some awareness that the SPS College and the Police College might be duplicating, but these are national, not local organisations and not aligned to CJA geographies.
- The SPS operates across Scotland, and is not therefore quite as well suited to close co-operation with other organisations organised along geographical and council boundaries.
- SPS is good at ensuring that people get the opportunity to attend events and conferences that are appropriate and of interest to them.

Future Training Priorities

- Core training of staff remains the priority, so that they can meet organisational objectives.
- There are basic training needs (IT etc.) which must be common to all CJA partners.
- Integrated case management is a priority area and an area where joint training may help improve the management of offenders.
- Learning about services delivered by other partners will be valuable for staff involved in offender management. SPS would like better integration but recognise that it is very hard to match training to personnel and resources.

5. NHS Glasgow & Clyde

A telephone interview was held with Alex Palmer of NHS Greater Glasgow and Clyde. Alex is the Learning and Education Manager based at Gartnavel Hospital.

Policies, Resources & Activities

- We have been provided with the draft Health Learning and Education Plan 2007/2008 for Glasgow City Community Health and Care Partnerships.
- We also have the Learning and Education Plan for the Mental Health Partnership.
- Partnership working is at the heart of much of the training and development planning and it is specifically stated in the plans.
- Each CHCP has formulated a Development Plan and learning and education activities have been identified within that.
- The plan includes national initiatives and drivers (Equality, Diversity, National Assessment and Care Management)
- Training activity is recorded locally in a KSF portfolio. (Personal Development Planning and Review - NHS Knowledge and Skills Framework (KSF))
- Individuals have to have a Personal Development Review (PDR) and evaluation should be carried out to assess the impact of any training. The adoption of a central system for recording training is being explored.
- Key themes
 - Integrated agenda
 - National assessment and Care Management Framework
 - Equality and Diversity
 - Management Development

- Communications
- Child Protection
- Administration Resource
- Employability
- Policies and Procedures
- KSF/PDP
- Development of Professional / Clinical / Technical Skills
- Statutory and Mandatory Obligations
- Induction

Priorities and Opportunities for Joint Training

- There is a focus on training that will meet the needs of the CHCP with social work at the heart of the training plan.
- SVQ training is done on the job, so there is limited opportunity for sharing that with other organisations.
- At present joint training at CHCP level is carried out without formal budgetary agreements between NHS and Social Work. This may not be sustainable in the longer term, although there would be a reluctance to introduce formal procedures at a local level.
- Use is made of the Glasgow Joint Addictions Training Board
 - Try to ensure that voluntary staff get access
 - Delivered and arranged through personal contacts
- The challenge of a lack of resources is ever present.

Future Training Priorities

- Integrated training is at the heart of the work of CHCPs in Glasgow.
 - Joint induction
 - Joint training delivery
 - Carers awareness
 - Disability awareness
 - Shared assessment
 - Joint equipment store
 - Adults with incapacity
 - Joint leadership and management training

6. SACRO

A face to face interview was held with Shona Hamilton at SACRO. A CD has also been provided with details of courses and dates. This is very comprehensive.

Policies, Resources & Activities

- Sacro are committed to training. It is comprehensive and well planned
- All staff in front line roles are supported and supervised by line managers. Supervision should take place every 4-5 weeks, but will often be every 8 weeks. Each member of staff also has a Performance Review.
- Staff have a Personal Development Action Plan containing specific action points and objectives
- The system works well when it is done properly. Time and workload issues are invariably a challenge.
- Training is made up of Core and Non-core training activities.
 - Some elements are mandatory
 - There are a high number of events
 - The organisation is considering a variety of delivery mechanisms including e-learning and team meetings.
 - The organisation is seeking more flexible ways of delivering training.
- A CD has been prepared with General Information, Learning Outcomes and an Events Calendar.
- Each part of the service has a training budget. 3-4 days is allocated for internal training, and a total of 5.5 days each, and £340 per person, but there are limits on the extent to which external training can be used.
- There is a Learning and Development team

- Manager
- Officer
- 2 x admin staff

Priorities and Opportunities for Joint Training

- Some joint training and training by other providers already takes place.
- The Glasgow Homelessness Network offers training
 - A web site has details
 - Training can be booked on line
- Welfare rights (part of Glasgow's Social Work Dept) also provide some training.
 - No charge made for Sacro staff training. Materials promoting training are sent regularly and sessions on benefits are delivered to staff.
- Sacro have access to their own training facilities.
- In-house training runs at about 74% capacity.
- Resources could be shared with other organisations, especially those with client groups who have similar needs.
- Some organisations have already asked about joint training.
 - Progress to work
 - Women's Aid
 - Victim Support
 - Children First
- One big issue is funding and funding arrangements. Courses would need to be costed and charged for external organisations (amount unknown, but first estimate was around £80 per day).
- Training is sometimes accessed from Alcohol Awareness Scotland – details of courses and booking form have been accessed. Costs are £95 for non members and £65 for members.

Future Training Priorities

- There is a need to bridge the gap from social work to those working with offenders. Secondments and placements prove valuable in exposing people to experience.
- There is a lack of awareness among CJA partners about roles, specialities and the specific tasks undertaken by each. Whether through joint training or other means, the sharing of information is desirable.
- The organisation is very positive about sharing training resources because having people from other organisations on courses would provide value in itself.
- Sacro keen to have joint training with other services and partners in CJA. However. The questions of funding and resources are big issues and will need to be discussed and addressed before true progress can be made.

7. Turning Point

A face to face interview was held with Marnie Hodge. We have been provided with a Turning Point core competency audit form and the organisation's Training Plan for 2007-2008. The organisation is in the middle of a re-organisation and this includes recruiting trainers. At present training is limited to core packages.

Policies, Resources & Activities

- The organisation has one Training and Development Manager, one Training and Development Officer and two administrators.
- 56 operational staff have been trained to be trainers.
- Three additional training and development officers are to be recruited to help deliver training at local levels.
- Services have some degree of discretion about training spending to help meet local needs.
- Some training, such as management training, is applicable only to Turning Point. Some training packages are designed specifically for Turning Point circumstances and scenarios.
- Local managers will contact the training team to establish what can be offered internally.
- All staff members should be supervised at a minimum of 6 week intervals and this should roll into annual appraisals.
- Training can be bought in from known quality providers such as Health Boards and Scottish Training on Drugs and Alcohol (STRADA)
- Glasgow Induction Services (CHCP) offer some training for voluntary staff, but accessing it can be more luck than any formal arrangement.
- Budgets are big issues, not just for training but for service delivery within Glasgow.

- The Voluntary Sector Development Fund has provided resources for SVQ training in the past. However, the terms of this appear to have changed, excluding Housing Support and all non-housing TPS staff are already qualified. Effectively this has removed one of the organisation's funding sources for training.
- Modern Apprenticeship funding has also been reduced by 50% and social care is not a priority for LECs

Priorities and Opportunities for Joint Training

- Opportunities are occasionally taken at present for joint training with Social Work, especially if a staff member has an individual or urgent need. This joint training with Social Work is relatively common and organised at a local level.
- It is recognised that addictions, criminal justice and mental health have a huge cross over of clients. Learning disability, however, is more of a Turning Point area of specialism, so some areas have more scope for joint training than others.
- Information is already shared within the organisation and if a similar level of contact and personal knowledge could be built up across the CJA then this could be replicated
- Finance and budgets are always a big issue. Training needs have to be met and new requirements are introduced quite frequently, so the core competencies need to be refreshed. This can result in demands for large waves of training which can be expensive and time consuming.
- From experience, it would appear that SSSC (Scottish Social Services Council) training is not always up to current issues.

Future Training Priorities

- There is a problem with recruitment and formal training. Individuals with suitable qualifications are thin on the ground and the voluntary sector finds it hard to compete with the salaries offered by public sector employers.
- To help meet the needs of the voluntary sector, Turning Point would like to see funds that are being allocated to CJAs for Criminal Justice Social Work being more widely distributed.
- Front line staff from the CJA partner organisations should be able to work well together. They have many shared experiences and sharing these further through joint training would be helpful.
- It is helpful for managers to know what each organisation does and how it works, but joint training might not be so appropriate for them. The CJA will help facilitate this exchange of knowledge.

8. Victim Support

A telephone interview was held with Jim Andrews. We received a Service Delivery Training Protocol from the organisation. This included an annual training calendar. Course content can be obtained at a later date if required.

Policies, Resources & Activities

- The organisation has around 189 staff and 860 volunteers which brings its own training challenges.
- Although dealing with victims, rather than offenders, it is recognised that they may sometimes be one and the same. The organisation wants to keep victims at the heart of the system.
- Victim Support has a training department in Aberdeen, with a head of training and two training officers.
- A five day foundation course is provided for all new starts.
- Training is also delivered on a regional basis around the country, especially for volunteers who cannot be expected to travel

Priorities and Opportunities for Joint Training

- The organisation wants to see Victim Awareness training for partner organisations
 - Possibly rehabilitation in relation to offenders
 - Programs in prisons
- Victim Support already provide a training input to help raise levels of awareness and for impact assessment.
- They would also recommend victim assessment training as of possible use for agencies who prepare background reports.
- Training is provided currently to some private sector organisations.
- Victim support have been helping draft distance learning training for the police college.

- Victim Support would like to learn more about what other partners do with offenders as well.
- One staff member has been on a Glasgow City Council Restorative Justice team course.

Future Training Priorities

- Objective setting and post-training de-briefing need to be improved to ensure that all training has a defined purpose and that training is being put to valued use.
- The organisation would like to see a database of training opportunities among partners.

9. Apex Scotland

A telephone interview was held with Brian Robertson, Service Manager at Apex Scotland with responsibility for Quality Accreditation and Staff Development.

Policies, Resources & Activities

- The organisation is an employability agency that works with offenders involved both justice and learning and development.
- Staff's job is not necessarily to arrest offending behaviour.
- Staff are recruited based on their "people skills". They must be able to engage with clients and identify needs.
- Staff have an annual appraisal and 6 monthly reviews.
- Training is separated between Core and Advisory. Some basic training like IT is outsourced.
- The bulk of the training is provided in-house and this means that a lot of it is delivered at a local level. However, the organisation does have a national training centre in Dundee. This has involved a considerable investment. Some resources were provided by the Scottish Executive to support the training centre.
- Training capacity is running at only around 60%.
- There is a staff development programme, rather than a brochure, which gives guidance to teams about engagement.
- Apex is also party to the Skills for Justice – the sector skills group.

Priorities and Opportunities for Joint Training

- The Skills for Justice experience highlights that there must be an opportunity for joint training and utilisation of capacity.

- Apex has accessed some Court Service training. There has also been some experience of shared training with the police. Experience has shown that training courses needed adjusted to handle mixed participants.
- Sharing of resources is being discussed with partners. One aspect of resource sharing has been venues for hosting training.
- The organisation has excess capacity and would like to discuss sharing it with other partners and also how it might be funded.
- A problem has been identified with groups and organisations wanting to protect their own funding streams and this has meant there has been a reluctance to share resources.

Future Training Priorities

- Improved utilisation of training capacity would be a priority for the future.
- Contacts and access within each organisation would be very helpful for arranging and utilising joint training opportunities.
- The agreement of funding arrangements for providing training to partners would be a priority. Specifically the organisation needs to agree who would qualify for training at no charge and who would pay for it (the figure of £80 being suggested for non-partners)
- The issue of contracts would also need to be considered. Partner organisations may be obliged to “pre-purchase” training spots to allow planning to be done effectively. The CJA might be able to help broker some of these service level agreements.
- Apex would also like to be able to bid for project work with a training budget, rather than be obliged to train staff for projects they might not be successful with.

10. Crossreach

A joint interview was held George McNeilly and Andy Blair of Crossreach. Crossreach are a Church of Scotland organisation that have a limited role in criminal justice in Glasgow. Specifically they have residential accommodation in Glasgow.

A summary of training objectives and strategy was sent. As in many other organisations there has been re-organisation of training and development. There is a greater focus on SVQ

Policies, Resources & Activities

- The organisation has something like 1,800 staff across 80 services in Scotland. The central office is in Edinburgh where administration, finance and training is organised.
- There are two houses in Dick Street in Glasgow housing 12 clients, mixed gender, aged over 18, referred from Social Work in Glasgow City. This is mainly drug related where individuals get treatment and testing. It is funded through CJSW. It is intensive because it is staffed 24 hours a day. There are a few programmes on changing offending behaviour.
- Clients get a choice of treatment programme following discussion with key worker.
- Every staff member involved in the programme has to get an induction on how to deliver each programme.
- There is a CQSW qualified local training specialist who provides 4 hours training a week.
- Organisation also uses the services of STRADA, which is provided free of charge.

- Staff also start working on SVQs
- Organisation does not run specific courses, but will use external consultants like Gordon Ritchie from Carstairs for training on interviewing, cognitive behaviour therapy, assessment. When he runs courses for Crossreach there is usually spare capacity which could be utilised by other organisations.
- Crossreach do risk assessments when clients come to them, based on details provided by social work and the prison service. Using Glasgow LSI-R (Level of Service Inventory – Revised) and SPS RA 124
- Training is built in to staffing costs and a considerable proportion of budget has to be allocated to core areas such as Health and Safety, leaving less funds for specialist training. Staff have 5 days allocated, but some of that has to go towards SVQ

Priorities and Opportunities for Joint Training

- Crossreach would like to have access to training provider by other service providers.
- Sharing knowledge would be very helpful.
- Specific needs for
 - Managing behaviour
 - Changing offending behaviour
 - Crossreach services are very intensive and staff really need to be good.

Future Training Priorities

- Induction into matters of Criminal Justice is a priority.
- College placements can be very valuable.
- The organisation has a real problem recruiting staff which is further complicated by their requirement for Christian staff.

11. Procurator Fiscal

An interview took place with John Tannahill, at the new offices in Ballater Street, Glasgow.

Policies, Resources & Activities

- There are 360 staff, of who about a third are legal staff. Most training takes place in house and there is one training manager. Most training resources are provided by in-house experts and training is split into three areas:
 - Legal
 - Management development
 - Leadership development
- All staff have an annual performance appraisal and personal development plans.
- Recently the service has developed an online learning academy.
- The training manager keeps records and monitors training needed. The 3 Divisional Managers identify training needs and they will approach the training manager for help organise and resource specific training.
- Senior Managers benefit from training under the auspices of the national civil service training scheme.
- The service has invested a great deal of time and effort in their leadership development programme and believes it could be worth sharing. This programme is already being shared with staff from the Scottish Courts Service.

Priorities and Opportunities for Joint Training

- A programme is being put forward for the Scottish Court Service and sharing of ideas.
- There are some core training skills that would be useful for sharing. Specific ideas mentioned included
 - Telephone skills
 - Coping with bereaved clients
 - Leadership and management training

Future Training Priorities

- There is a need for potentially closer liaison with CJA partners in future if and when alternatives to prosecution are being implemented.
- If Procurator Fiscal staff are to become involved with specifying community service or treatment orders, they will need to understand more about what options are available, risk assessment and monitoring so that they can make appropriate recommendations.

CONCLUSIONS AND RECOMMENDATIONS

Policies, Resources and Activities

Policy

All the partner organisations undertake some form of annual appraisal system and they also have formal staff development programmes. Although these programmes have a series of different acronyms, they all have essentially the same objective. The primary objective for all the programmes is to ensure that staff have the core skills to perform their jobs. Where resources, time and budgets permit organisations also encourage staff to undertake further personal development.

The fact that all organisations operate similar review and planning systems does mean that line managers and personnel within each organisation do have the opportunity to undertake a Training Needs Assessment (TNA) at a point in time throughout the year.

In order to meet the training needs of individuals following such a TNA each organisation provides managers with varying levels of detail and contact. Some organisations have comprehensive training information, collated into a single source with clearly signposted points of contact for arranging such training. Other organisations have less comprehensive information or information that is dispersed and accessed through individual knowledge.

It is also evident that a great deal of training takes place “on the job”. Some of this is formally recorded by way of SVQs but other elements are not recorded as formally. Recording details of formal training provided and making it available to share is considerably easier than performing the same task for

observation, accompaniment and work shadowing. However, it is not insurmountable if the purpose of the “on the job” training is clearly defined and meets a specific purpose. In these circumstances, it could be re-defined as meeting a formal training need.

Resources

In all the depth interviews conducted for this project the issue of resources, in particular people, time and funding were repeatedly mentioned as being constraints to training.

In the issue of people, some organisations had problems covering staff if others were being trained and other organisations had difficulty in providing training personnel and administrators. A lot of “on the job” training is handled by line managers, but it was acknowledged that this had resource implications on their own time. A hope was expressed by several people that the CJA would be a vehicle for ensuring that funding could be directed to training within the partners where there was a real and unmet need.

Partners who had their own training facilities did have capacity to share the facilities with others and said that they would welcome the opportunity to do so. The challenge is to ensure that their availability can be matched to the needs of others. There will need to be a mechanism established for line managers and HR departments to access details and information about potentially shared resources.

Activities

Sharing of training resources and joint training activity already takes place between some of the partners. CJSW and the NHS already share training

through the CHCPs. There are other examples of organisations accessing training from other partners, most regularly training provided by Social Work. However, the arrangements for sharing training have, to date, been either informal or provided at no charge to external participants. It is clear that if sharing training activity is going to become more commonplace, then mechanisms to deal with payment or transfer and allocation of budgets will need to be agreed. The CJA is likely to have a pivotal role in facilitating this process.

Other organisations utilise training resources provided by a range of other providers such as STRADA and the opportunity for staff from the different partner organisations to share these external trainers is considerable. At present, the emphasis on the training audit is about sharing internal resources; however, it is also evident that there are opportunities for some form of centralised organisation, and purchasing, of training from third party providers.

Recommendations

A centralised source of information will be required to facilitate the sharing of training. This will help line managers and HR staff meet the training needs of their staff they will need access to a comprehensive list of shared training options. Not only will a central source be required but a framework for managing the data and ensuring that it is updated will also be needed. The CJA will have to facilitate this process.

Opportunities

The discussions with partner organisations have revealed that there is a willingness to share training and knowledge between the partners. All participants also agreed that there would be real benefits if individuals in the different partner organisations had more opportunity to meet employees in other organisations.

It was recognised that managers do have the opportunity to meet each other through a range of forums, conferences and networks. However, opportunities for front line staff to meet are limited. It is felt that there would be real benefits if these front line staff could network with their peers from other organisations. Shared training was recognised as providing an ideal opportunity for such networking. Although identified as being desirable, it is likely to be extremely difficult to facilitate work shadowing across organisations. It is more likely that this shared learning activity will have to take place through more formal structures.

On a more practical level, there is space and capacity within the training facilities of some partners and those partners could promote the availability of that space to other partners in the CJA.

Recommendations

Within individual organisations the relationship with partners and the need for knowledge, where appropriate, should be incorporated into individual training needs assessments. This will then provide a suitable rationale for attending joint events.

Future Development

The partner organisations have indicated a strong willingness to share knowledge and training resources, where practical. However, there are going to be some logistical challenges faced before this can be done. The vision of the future would be individual line managers and/or HR staff having access to a central source of data outlining training options across a range of organisations, dates and facilities. George Street Research have drafted an Access template to help demonstrate the sort of content that this source would have.

The CJA is likely to have a role in:-

- Helping to set up a training sub-group where HR/training professionals from each partner organisation can agree operating procedures for data exchange.
- Facilitating the updating and management of any central data sources.
- Promotion of joint training opportunities encouraging managers to utilise opportunities when considering the training needs of individuals.
- Promoting the benefits of shared training and sharing of training resources.

APPENDIX



