

REPORT TO: SOCIAL WORK COMMITTEE – 21st August 2006
REPORT ON: Performance Inspection of Criminal Justice Social Work Services
REPORT BY: DIRECTOR OF SOCIAL WORK
REPORT NO: 469 - 2006

1. PURPOSE OF THE REPORT

The purpose of this report is to update members on the achievements arising from the inspection of Criminal Justice Social Work Services within the Tayside Partnership. The inspection report was considered by the Social Work Committee on 18 April 2005, Report No 245-2005, and it was agreed that an action plan would be submitted for further consideration. The action plan was reported to Committee on 16th May 2005, Report No 299 – 2005.

The Social Work Services Inspectorate required an annual report on progress against the action plan. This report is attached as Appendix 1.

2. RECOMMENDATIONS

It is recommended that the Social Work Committee:-

- 2.1 note and approve the annual report and agree that it be submitted to the Social Work Services Inspectorate agency of the Scottish Executive.

3. FINANCIAL IMPLICATIONS

There are no financial implications for the Council.

4. AGENDA 21

The policy objective of reducing crime and ensuring people are safe and feel safe are promoted by the work encompassed by the annual report.

5. EQUAL OPPORTUNITIES IMPLICATIONS

None

6. MAIN TEXT

- 6.1 The recommendations contained in the Social Work Inspectorate Agency Report on the Tayside Partnership Criminal Justice Social Work Services 2005, covered the full range of social work issues, some applying across the Criminal Justice Partnership while others related specifically to practice within individual authorities. All of the recommendations were accepted.

- 6.2 The Action Plan detailed proposed actions and responsibilities and progress was monitored by the Tayside Criminal Justice Services Partnership Steering Group.
- 6.3 Progress has been made on all areas noted for Dundee City Criminal Justice Social Work Service although in some cases policy changes and changed local priorities may have required modest alterations to the original plan.
- 6.4 In response to the Annual Report the SWIA may consider a further Inspection is necessary however we do not envisage this happening locally.

7. **CONSULTATION**

- 7.1 The Chief Executive, Depute Chief Executive (Finance), Depute Chief Executive (Support Services) and the Partnership Management Team have been consulted in the preparation of this report.

8. **BACKGROUND PAPERS**

None.

Alan G Baird
Director of Social Work

Date 11/08/06

Annual Report (June 2005-May 2006) on the Action Plan for the Tayside Criminal Justice Services Inspection 2004

The three authorities of the Tayside CJ Partnership accepted the recommendations of the Inspection Report and developed a comprehensive action plan to address the issues. The plan has been an integral part of the management work over the last year. Much has been achieved and continuous improvement is the aim as the authorities respond to internal and external initiatives that influence the progress and development of service priorities. This report records the broad achievements of the Partnership and indicates areas of further work and development which are being taken forward currently. Although the majority of the Inspection Report made recommendations for the whole Partnership, occasionally certain individual Local Authorities were identified, where this occurred the record of achievements is primarily focused on work in that Local Authority service.

Theme A: SERs –

Ref		LA		
No	Key Issue/Identified Need		What was planned	Achievements
A1	Practitioners should do more to probe the offender's account of his offending and the circumstances surrounding it.	All	<p>Arrange forensic interviewing training with police</p> <p>SER format to be established across partnership with clear guidance notes.</p>	<p>Forensic Interviewing is in the Training Plan</p> <p>SER format agreed across the Partnership and circulated with guidance notes. It is in use across the Partnership.</p> <p>SER monitoring in P&K for instance has shown that 74% of SERs followed the new format in all respects; all SERs report the detail of the offences; 60% discussed the attitude to the victim and 23% discussed the impact on the community more widely. Overall 85% were seen as good.</p>
A2	Practitioners, particularly in Dundee, should be more focused in the advice they give to the courts about the feasibility of community sentences.	All/ D	Review and disseminate guidance on preferred options in SERs – already agreed through SER Working Group	<p>The new SER audit includes the monitoring of preferred options.</p> <p>Angus: achieved and further guidance including a template of appropriate disposals compared to risk of custody</p> <p>Dundee: achieved: the operational guidance was revised and disseminated. Preferred Option is now mandatory in SERs and there is a separate section in the induction for SER writers, which addresses suitability and feasibility of CS.</p>

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				P&K: a recent audit showed 81% of SERs discussed financial penalties, 91% probation, 95% CS and 35% custody as possible disposals. The summary and conclusions of SERs were considered "good" in 82% of cases
A3	Steps should be taken to reduce the number of cases at Perth Sheriff Court which are deferred for failure to attend	P	Reword letters to clarify repercussions of non-attendance Pilot use of phone contact Develop specialist Ser writing team Liaise with Sheriffs	Monitoring of nil reports across the Partnership. In P&K rewording of letter is in hand and two letters are expected where time allows. This should be referred to in SER to underline SW attempts to make contact. The pilot of phone contact was rejected because of the difficulties involved in obtaining the information. Teams in P&K have been restructured and two social workers specialise in SERs with the remaining SERs being allocated across the staff group.
A4	SER authors in Dundee and Perth and Kinross must ensure that they discuss an offender's suitability for community service with community service staff as required by NOS	D/P	Establish criteria required Integrate assessment for CS in Probation Vision in Dundee and with Quality Improvement Plan in Perth Integrate into SER Guidance	The Partnership SER guidance covers Community Service and the SER audit tool Specific instructions were issued in Dundee. Improved level of consultation with CS staff is reflected in SERs. Achieved. P&K follows the Tayside Guidance and also explicitly makes this point in its revised Operational Guidance. Monitoring of SERs indicates that discussion usually takes place but is not always recorded. Staff have been alerted to this and SERs will again be monitored in September.
A5	Authorities should also ensure that report writers are familiar with the purpose, requirements, and demands of community service	All	Familiarisation of all report writers with CS e.g. through Induction Ensure that contemporaneous info on CS is available e.g. Dundee intranet	Angus: completed Dundee: Achieved. CS is a routine part of induction for all new staff and there have been written briefings on work patterns and placement availability and a specific

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				<p>presentation on CS at All Staff Meetings.</p> <p>P&K: familiarisation with CS process is standard part of staff induction. Liaison between the senior social workers of both teams further supports this as do revised Operational Guidelines .</p>
A6	The Partnership should introduce consistent, uniform quality assurance procedures and practices bearing in mind the need to check risk assessments as well as reports.	All	Ensure SER audit includes evaluation of risk assessment	<p>The SER audit tool was developed by the Tayside Partnership SER Specialist Group chaired by P&K. It mirrors the detailed guidance for standardisation of SER reports across Tayside. Audits should take place across the Partnership at regular intervals, sampling 10% of cases for a particular month.</p> <p>The SER audit includes questions on the risk assessment and its integration into the SER and action plan. The HBR audit is based on the standard format and will reflect the approach to monitoring risk assessment developed for the SER audit.</p> <p>The Partnership has continued to develop its quality assurance systems with themed audits on sex offenders, other potentially dangerous offenders, and baseline data collection for throughcare and transitional care.</p>

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Theme B Throughcare

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No	Key Issue/Identified Need		What was planned	Achievements
B1	All home background reports have a provisional release plan	All	Develop/enhance Operational Guidance on Home Background Reports Develop audit of HBRs to cover quality release plan and description of the oversight and support available on release	Standard HBR introduced across the Partnership. Audit tool is being designed to reflect standard format for risk assessment monitoring. Audit of HBRs planned for October 2006
B2	Greater attention is paid to the assessment of possible risk to the community in HBRs	All	Integration of HBR/Throughcare into Risk assessment arrangements Include risk assessment in audit of HBRs	A wholesale review of risk assessment and risk management across the Partnership is underway with the piloting of VISOR, the introduction of RM2000 and preparation for ICM and MAPPA. There is now a greater focus on risk in Home Background Reports with the regular involvement of the police in pre-release case conferencing for potentially dangerous offenders.
B3	Clearer descriptions are provided of the levels of oversight and support that would be available to the offender on release	All	Develop/enhance Operational Guidance on HBRs/Throughcare	The Angus HBR template and guidance has been provided to Dundee and P&K for their use P&K developed Operational Guidance for all services including a section on Throughcare and HBRs which was finalised in January 2006. The HBR template is based on the Angus model
B4	Review arrangements for throughcare to ensure that the balance of the workloads of staff carrying throughcare responsibilities does not lead to undue pressure	All	Workload analysis	A workload management system operates in Angus. Specialist throughcare staff have been identified and have taken over the majority of the cases. Angus have also identified considerable high risk work in throughcare so this team will become part of the broader high risk team under a single line manager. Detailed analysis of workload was undertaken for Throughcare Team in Dundee followed by discussion on rebalancing the caseload. There will be a significant reorganisation of the team in Dundee to respond to the

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				<p>requirements of MAPPA and VISOR.</p> <p>A Throughcare Specialist Team in P&K has been operating since April 2006, after a restructuring exercise undertaken in relation to the Probation/ Throughcare Team. Caseload balance is now an integral part of the management of the service.</p>
B5	There should also be better working links between throughcare staff so that they can share information and their experience of this rapidly developing area of work.	All	Throughcare Training Day for all throughcare/resettlement staff and reps from SPS	<p>The multi-agency Throughcare Network (which was identified in the 21st Century Review of Social Work as an example of good practice) continues to meet and had been expanded to include SPS specialists (Education and Employability staff) and involve voluntary organisations (Apex and CrossReach); an invitation to join the group has also been extended to the local Phoenix manager. The quarterly implementation meetings involving Throughcare Seniors/reps from the teams and voluntary bodies have continued with a revised remit to include awareness raising on planned initiatives – topics have included Home Detention Curfews and ICM.</p> <p>In October 2005 there was a multi-agency Throughcare Development Day for staff from across the Partnership which will become an annual event. C15 Throughcare staff from across the Partnership also attended the ICM/MAPPA awareness-raising in June 2006 and more detailed training on PR2 is planned for the autumn 2006.</p> <p>Throughcare/ICM Open Day events in conjunction with SPS are scheduled to take place in September 2006 at HMP Castle Huntly, HMP Noranside and HMP Perth.</p> <p>A common quality assurance framework for prison social work is being developed in co-operation with SPS.</p>

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No	Key Issue/Identified Need		What was planned	Achievements
B6	Quality assurance must be in place right across the Partnership for HBR	All	Develop, disseminate and analyse audit for HBR	The standard format is in use across the Partnership and a standard audit is in development including the risk assessment audit based on SER audit. This audit is due to take place in October 2006.

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Theme C Probation

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No	Key Issue/Identified Need		What will happen	Achievements
C1	Make better, more consistent use of risk assessments to inform service plans	All	<p>Risk assessment and action planning training</p> <p>Include consideration of risk assessment informing action plans in audit of probation</p> <p>Make explicit links between scoring on risk assessment & case management</p>	<p>We await guidance on the use of LSI-CMS</p> <p>Angus: every SER has a risk assessment section which includes risk of potential harm to the public. This informs the action plan and risk management plan. Offenders assessed as high risk are discussed at the monthly Joint Assessment Group and if necessary, case conferenced on a multi agency basis also monthly. SERs also include a risk of custody assessment that informs the preferred options.</p> <p>Dundee has extended the assessment period for probation to more thoroughly assess the needs of offenders. This has led to better-informed action plans.</p> <p>P&K: an audit of young offenders on probation for non-sexual crime showed that 90% had a risk assessment (LSI®) and 80% of cases there is a clear link between the risk assessment and the action plan. There were similar results in the most recent sex offender audit in July 2006</p> <p>Collated information from risk assessments is now being used to inform service planning.</p>
C2	Build on the experience already gained to improve the delivery of offence-focussed work across the Partnership	D/P	<p>Dev Partnership wide approach to delivery of offence focused work</p> <p>Bid for constructs places</p> <p>Develop Resource List for probation /throughcare resources available within Partnership – use TayCrimNet to access</p>	<p>The Partnership Probation Specialist Group was tasked to analyse, identify and address common problems and issues. They identified Domestic Violence as a potential area for partnership wide activity and have been working on a partnership approach.</p> <p>The Specialist Group is planning a development day on structured probation interventions.</p>

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			data	<p>The Partnership is to implement CSOGP – this was deemed a higher priority than the Constructs bid.</p> <p>The appointment of specific clerical support in the February 2006 has allowed for the plans for the resources list to move forward</p>
C3	<p>Build on the systems, processes and practices which have already been developed to secure compliance re probation with National Standards across all three authorities.</p> <p>First appointments 4 appointments in first 4 weeks Home visits Reviews</p>	<p>A/P A/P All D/P</p>	<p>Review practice in each area and make recommendations for change – to include targeting of home visits, recording practice etc.</p> <p>Ensure that these aspects are in audits Implement “Hot Spot” monitoring</p>	<p>Adherence to NOS has been the focus of auditing activity across the Partnership.</p> <p>Hot spots monitored in Angus – now removed from hot spot list – averaging 70% compliance</p> <p>Dundee: changes in probation practice now mean that the senior reviews all cases at 6 weeks and checks for adherence to NOS, especially home visits. Extrapolation from a survey conducted on probation cases between Dec 2005 and March 2006 indicate reviews were carried out at NOS in over 80% of cases. 79% of probation cases are meeting the NOS for home visit in 1st 6 weeks. .</p> <p>P&K: an audit of young offenders on probation for non-sexual offenders showed that in 80% of cases NOS was being met or a defensible decision had been made and recorded to provide non-standard contact. 44% received 2 home visits within the first 6 months and non-adherence was outwith the services control in 30% of cases</p>
C4	<p>(Implied from comparative figures) Overall case-recording should be improved</p>	P	<p>Develop guidance on best practice</p> <p>Guidance on case-recording – feedback to staff when cases are reviewed Monitoring through audit</p>	<p>Partnership wide audits as a matter of course include specific sections on issues for the auditor/manager to feedback to staff.</p> <p>Guidance on case-recording has been developed and disseminated in Dundee. Audits in Perth on SERs and probation have shown that case recording has improved</p>

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				<p>significantly. Weak areas have been identified, staff advised and follow-up is in place</p> <p>Practitioner IT systems in Angus, Dundee and P&K have impacted positively on case recording now that information is available to all social workers and not restricted to case files.</p>

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Theme D: Risk Assessment

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No	Key Issue/Identified Need		What was planned	Achievements
D1	The Partnership should adopt a single framework for risk assessment	All	Awaiting guidance from SE – expected late summer 2005	<p>Although there has been a SE policy decision made to adopt LSI@ CMS there is as yet no final date for rollout. Further work has however been done to spread best practice for use with the current framework.</p> <p>RM2000 has been adopted as a risk of re-conviction tool for certain sex offenders. The assessment format for the Tay Project has been adapted and is accompanied by an audit template.</p>
D2	The Partnership should ensure that all staff have appropriate risk assessment training which also addresses how to refer to the findings of risk assessments in reports	All	<p>Implement training plan re risk assessment</p> <p>Review guidance for protocols re risk assessment</p> <p>Integrate risk assessment guidance into SER guidance</p>	<p>The partnership protocol for risk assessing sex offenders has been reviewed, updated and disseminated</p> <p>The current SER guidance in Angus and Dundee covers the discussion of risk assessment in reports. Perth has provided training to staff on risk assessment and the use of various tools. A recent SER audit showed that almost all SERs included actuarial and dynamic factors and ¾ added clinical judgments. Half mentioned protective factors (or that there were none).</p>
D3	Greater attention is paid to the assessment of possible risk to the community in HBRs	All	<p>Operational Guidance on Home Background Reports</p> <p>Integration of HBR/Throughcare into Risk assessment arrangements</p>	<p>The Angus HBR template has been provided to Dundee and P&K for their use: this includes risk to the community. P&K has also adapted the format for Home Leave reports.</p> <p>Throughcare cases are now more closely focused on risk assessment with the regular involvement of police in release case conference for high-risk prisoners.</p>

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Theme E Potentially Dangerous Offenders

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No	Key Issue/Identified Need		What was planned	Achievements
E1	There should be a common definition of high risk offenders across the Partnership	All	Awaiting guidance from SWSI/SE Interim definition - e.g. medium/high risk of re-offending and high risk of serious harm	The Partnership is working with an agreed interim definition. The RM2000 has provided another layer of assessment however we await further guidance on the assessment of dynamic factors and how that would impact on an overall definition of dangerousness.
E2	Each authority should routinely involve all the relevant agencies in drawing up, implementing and reviewing risk management plans	All	Agencies are involved where relevant to particular cases; other Departments/agencies will be asked to nominate a key officer to be invited to all review meetings however the meetings will still go ahead in their absence rather than delay the development of the plans	Angus has an established joint assessment group involving child protection, police, housing youth justice, and learning disability teams. Angus also has a monthly multi-agency risk management planning group chaired by a senior police officer. All involved agencies attend as required. A revised case conferencing system was established in November 2005 in Dundee beginning with registered sex offenders and involving the police and other relevant agencies. Invitations are issued as a matter of course to Child Protection staff in all cases and 70% of case conference are attended by agencies other than police and CJS. P&K holds monthly Serious Offender Review Groups and Joint Review Group case reviews which are routinely attended by CJS, Police, Prisons, Family Protection, Child Protection, Tay Project and Housing/ Homeless Advice Centre.
E3	All staff across the Partnership should all know what is required of them and be properly supervised and supported in their work re potentially dangerous offenders.	All	Ensure PDO issues are covered in Induction Ensure that the guidance is available and accessible across the Partnership	General guidance on assessment of sex offenders has clarified the different roles and responsibilities to be taken by Tay Project and report writing staff. Angus: staff allocated high risk offenders and sex offenders receive support via extra supervision as required and monthly supervision sessions where each case file reviewed

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			Ensure that PDO issues are dealt with in case reviews	<p>and endorsed by the senior. SWs also have the opportunity to discuss difficult high risk offender cases at the monthly casework and assessment meeting attended by all SW practitioners and seniors and at the JAG and monthly case conferences meetings.</p> <p>Dundee: PDO work is a standing item on induction. Guidance is on the intranet. Case conferences deal with all the risk factors in particular cases and other PDO cases not in the case conferencing system are subject to PDO review every 3 months.</p> <p>P&K any staff supervising potentially dangerous offenders are additionally supported by case discussion with Senior Social Workers and Improvement Officer and through additional resources identified through JRG and SORG. Senior Managers are also to establish a monthly consultation clinic.</p>
E4	Managers should look at their own authority's performance and take steps to ensure that Standards (for minimum contact including home visits) are met especially for high risk offenders;	All	<p>Audit of PDO cases: use Angus outline for audit</p> <p>SWSI will again be asked to identify those cases where the authorities were shown to be failing in this area</p>	<p>Comprehensive audits of PDOs were undertaken to identify systemic failings. Specific instructions were issued on a case-by-case basis across the Partnership to case-holders.</p> <p>Angus: strengthened the mentoring system to ensure reviews and risk assessment updates are renewed every 3 months for all high risk offenders</p> <p>To address the weakness in some recording practice and to ensure that NOS and local standards for contact and review are met Dundee introduced a case conferencing system for sex offenders: with standardised case summary system and action planning.</p> <p>The PDO Audit for P&K showed that risk assessments were</p>

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				generally good but did not translate often enough into planning or supervision. The restructuring of teams and more focussed supervision have addressed some of these weaknesses, and cases will continue to be audited to ensure continuous improvement.
E5	(Implied) the Partnership should develop structured approaches for intervening with violent offenders and improve assessment	All	<p>Develop Partnership approach to violent offenders e.g.</p> <p>Ensure violent offenders are properly identified through Risk Assessment mechanisms e.g. assess potential for specialist violent offenders risk assessment, relevant staff to be trained in use of SARA for domestic violent offenders</p> <p>Review possibility of Anger management, Domestic violence, COVAID programmes to be available across the Partnership</p> <p>Examine need for programme to address racist/hate crimes – consider either “From Murmur to Murder” or current Glasgow development on Hate Crime</p> <p>We await progress in the Accreditation Panel on the development of a programme for violent offenders</p>	<p>We await the development of an accredited programme for violent offenders, in the meantime we are developing a partnership approach to the provision of domestic violence group work. Staff in Dundee and Angus have been trained in the use of SARA. Staff in Angus have also received training in RSVP. Staff in P&K are to be trained in SARA and retrained in the Change programme.</p> <p>Programme for Violent Offenders is being consulted upon. COVAID was piloted with 9 clients in Dundee and found to be reasonably successful but resource intensive. Difficulties in sustaining a group of staff trained in this programme have limited its applicability.</p> <p>Further work is underway to examine the need for an anti-racist programme.</p>
E6	Perth and Kinross should also look seriously at developing a programme	P	As above	Perth and Kinross has been involved in the development of an inter-agency domestic violence programme incorporating

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	to address violent behaviour			both Change Programme and Partner/Child Support. The priority in P&K has been the development of a more structured approach to the delivery of social work community disposals.
E7	In moving over to delivery of C-SOGP the partnership may wish to take the opportunity to train a number of team based social workers as facilitators along with Tay project staff	All	Review current arrangements for service to sex offenders, leading to re-issue of partnership protocol	Discussion on the introduction of CSO-GP is on-going and its introduction will involve a wholesale review of resources. A bid for CSO-GP has been submitted to the Scottish Executive. There is an intention to train other Social Workers as well as Tay Project staff.
E8	The Partnership should also set out clear guidelines for work with (sex) offenders assessed as unsuitable for work with the Project.	All	Review Partnership protocol to ensure explicit reference to provision of service to sex offenders not on Tay Project	The introduction of CSO-GP will involve case manager training for all staff holding sex offender cases which will include those offenders not involved with the Tay Project.
E9	Perth and Kinross must ensure that their criminal justice staff are familiar with their responsibilities as set out in "Getting Our Priorities Right".	P	Implement Child Protection aspects of Training Matrix	Most CJS staff in P&K received training on Getting Our Priorities Right and Hidden Harm from STRADA 2005. Operational Guidance now sets out expectations from staff. There is a further local audit planned for September 2006 to assess practice.
E10	Those criminal justice staff in the partnership who have not yet had child protection training should receive this soon with the roll out of the Scottish Executive funded training initiative.	All	Implement Child Protection aspects of Training Matrix	Child protection is part of the training matrix. All social workers in Angus have completed 'children at the centre' training and the multi-agency child protection training. All Dundee staff have undertaken child protection training. In P&K there was compulsory training for all staff; one training date however had to be cancelled so that some of the staff still have training outstanding.

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Theme F Community Service

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No	Key Issue/Identified Need		What was planned	Achievements
F1	Workers holding responsibility for community service orders in Perth and Kinross must undertake an assessment of the potential risk an offender might pose in a placement	P	Develop risk assessment mechanism based on current good practice in Partnership	P&K has developed criteria for suitability for CS including possible risk which are consulted by SER writers; similarly CS officers now liaise with SER writers to determine the risk a particular client might pose in placement.
F2	Services in P&K and in Angus must establish more systematic procedures for information exchange between CS Supervisors and case-holding staff using appropriate IT or paper formats.	A/P	Develop information sharing on the basis of current good practice in the Partnership – investigate partnership wide use of Dundee system	Dundee paper system has been shared with P&K and Angus. P&K adopted the system with some local modifications, as did Angus where in addition the CS Officer now attends the 229 probation reviews Dundee IT systems have also been updated to allow risk assessment info and info on client skills to be shared between supervisors and case holders.
F3	All three authorities must take steps to ensure that supervisors have adequate opportunity to read relevant information and that this information about offenders is securely stored at mustering points.	All	Develop information sharing on the basis of current good practice in the Partnership – investigate partnership wide use of Dundee system	Dundee paper system shared with Angus and P&K. P&K have adopted Dundee system with some modifications taking into account local procedures, as did Angus has adopted the system, in addition the CS Officer attends 229 probation reviews. New IT system in Dundee increased the security of sensitive information and IT Security Policy includes the requirements that systems are closed after use.
F4	Perth and Kinross must inform supervisors when they are supervising sex offenders	P	The identification of sex offenders per se is not necessary. CS workers should receive relevant information on the risk posed by individuals Develop information sharing on the basis of current good practice in the Partnership	The coding system used in Dundee has been adopted in Perth and Kinross to reflect the various risks that a particular offender might pose.
F5	Services in Dundee and Angus should make every effort to secure a higher	D/A	Share best practice from Perth	The Community Service Specialist Group undertook to share best practice across the Partnership: including

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	number of individual placements		Appoint Activities officer in Dundee with target for placements generated	<p>the P&K placement list.</p> <p>Angus: CS officer post regraded to ensure a cost effective focus on the individual placement agenda. There are currently 11 active individual placements and 18 organisations willing to provide placements</p> <p>Dundee: Achieved. Activities Officer took up post in Feb 2006. Dundee has increased from 26 to 37 live placements with a further 11 being negotiated and an open took place in June 2006 to recruit new placements and maintain the momentum</p>
F6	Dundee must also widen its range of squad activities	D	Appoint Activities officer in Dundee with target for placements generated	<p>Dundee continues to balance the range of work identified by the community with projects offered by DCC. (These would not otherwise be undertaken). It is difficult to assess whether the range and size is broader than when the inspection team visited, but community-identified work will continue to be prioritised.</p> <p>There are some excellent examples of large team projects that meet the rehabilitative/ reparative objectives of the order. These projects benefit the wider community rather than individuals</p>
F7	Dundee should review the system of "doubling-up" squads and establishing a more focused way to manage risk;	D	Review mechanisms for managing size of work teams	<p>Squad size and staffing have been reviewed and given the number of CS workers who are a potential threat to staff it has been determined that doubling up will continue in order to promote a supportive working environment and to provide corroboration for breaches etc.</p> <p>There may however be the opportunity to develop smaller "skills" squads.</p>
F8	All authorities must seek to ensure	All	Monitor waiting lists	Waiting lists are monitored across the Partnership and

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	that offenders commence work wherever possible within the timescale set out in National Standards;		<p>Increase numbers of placements</p> <p>Ensure weekend and evening work</p>	<p>reported to the Partnership Management Team on a quarterly basis.</p> <p>Staff in Angus deployed in other areas of work at the time of inspection have returned to designated duties thus ensuring a full availability of team supervision over the 7 day period. Increased numbers in individual placements will also reduce overall waiting times.</p> <p>Streamlined induction processes in Dundee and the availability of more evening working has lead to a significant improvement in average period to start times: from 47 days in 2003 to 19.6 days in 2005. 68% of CS offenders start work within 20 days.</p> <p>In P&K, the Induction Course is held weekly rather than fortnightly to improve start times. Resource limitations preclude the creation of extra teams however, better access to the waiting list (including monthly monitoring) and a more focused team have led to improved figures. Waiting times orders started in March 2006 showed that 35% started within 21 days (average 14 days), 29% took longer (average 31 days) and a further 35% had not yet started work at point of audit</p>
F9	Perth and Kinross staff supervising community service orders must deal firmly and consistently with offender non-compliance	P	<p>Determine levels of discretion</p> <p>Mentor numbers of warning/progress of breaches in case reviews</p>	<p>P&K: implemented a new team structure with clear roles and responsibilities for CS officers. A focus group of Probation and CS staff helped to revise and clarify breach procedures; these are now set out in revised Operational Guidance. The revision of the breach procedures has sharpened practice in this area.</p>
F10	Perth and Kinross Council should undertake a review of the roles and responsibilities of its staff group in	P	<p>Review in context of work force development plan</p>	<p>P&K has implemented a new team structure with clear roles and responsibilities for CS officers. A team of three dedicated criminal justice assistants now hold the</p>

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Ref		LA		
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	relation to community service functions.			CS cases.
F11	All authorities should ensure that all community service staff have regular, formal supervision that include audits of individual skills and training needs;	All	Develop training matrix for community service staff Undertake training needs analysis Review arrangement for supervision within local supervisory policies	Partnership wide Training Needs Analysis has been progressed. Angus: all Cs staff receive regular 3-monthly supervision and an annual review – which are recorded. Training needs are documented within the annual appraisal system and progress is discussed within supervision sessions. This is in addition to formal monthly meetings involving all community service and SAO staff where training, health and safety and other relevant issues etc are discussed . Dundee: all case holding criminal justice assistants and supervisors receive supervision from their respective section leader. They are in turn, with the CJA (Activities) provided with supervision by the SSW. Individual training programmes already underway but may need adjustment following outcome of training needs analysis. From Sept 2006 all staff will receive 6 monthly employee development reviews P&K: CS staff receive formal supervision and an annual review (Employee Review & Development). Supervision responsibilities are now clearly divided between Team Senior and CJ Project Manager. SVQ training should be available from January 2007 for Community Service staff on a rotational basis.
F12	Staff carrying out CS risk assessments should also be fully trained and their assessments recorded.	All	Expand training matrix	Achieved in Angus Dundee: 90% of team (supervisors and CJAs) have undertaken and passed 2 day training leading to

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				<p>Foundation Certificate in H&S in the workplace (CIEH). CJAs receive internal training on assessment of risk posed by individuals in CS setting and they are now moving through 1 day Risk Assessor Training for projects/workshop</p> <p>P&K: case holding CS Officers attended part of the LSI-R training to inform their understanding of levels of need and how these might impinge on the ability of the offender to perform the hours required. CS Officers will participate in any further RA 1 -4 training. Suitability criteria for CS mean that levels of risk are discussed by the SW with the CS Officer at SER stage.</p>
F13	Services in Angus and Perth and Kinross must establish formal emergency weekend cover for supervisors	A/P	Institute lone working procedures asap	<p>Lone worker procedures now in place in Angus via the use of satellite alarm tracking system</p> <p>In P&K a similar satellite alarm tracking system has been adopted and supervisors can contact their Project Manager during weekends. Emergency contact for all staff is available through the On-call Duty Manager system.</p>

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Theme G Management and Infrastructure

Ref		LA		
No	Key Issue/Identified Need		What was planned	Achievements
G1	Senior managers in Perth and Kinross should ensure they have proper oversight of the performance of criminal justice services.	P	Establishment of Quality Improvement Officer post	The Quality Improvement Officer has been appointed and he has played his part in a significant improvement in performance. The CJS managers and senior managers within the Council have developed a Business Improvement Plan for CJS which has been overseen corporately. CJS Managers regularly conduct audits and oversee service-monitoring systems as part of the CJS Cycle for Quality Improvement.
G2	(Text) Partnership should be more "energetic"	All	Develop action plans for specialist groups based on priorities identified in Inspection Report Progress plans for Seniors symposia	Specialist Groups were charged with fulfilling relevant parts of the Inspection Action Plan. The CS and SER groups have been particularly effective. The Probation Group has made proposals for a partnership approach to Domestic Violence and is planning a development day on structured probation interventions. The Throughcare Addiction Service has been established on a partnership basis. A new Sex and Violent Offender Advisory Group has been established to oversee risk assessment and risk management and implement CSOGP.
G3	The Partnership has entered into preliminary discussions about the more flexible use of funding and has established working groups to look at critical areas of practice. These initiatives must now be translated into real outcomes;	All	Re-emphasise partnership agreements to review as a partnership how under spend monies are spent Progress development of distributive formula – timing to be reviewed in light of timescales for new Community Justice Authorities	The methodology for assigning the budget was reviewed and the true costs of the host authority for partnership working have been identified, however the methodology was not able to reflect the rurality issues for Angus and P&K. This information will be available for the CJA which will hold and distribute the budget from April 2007.
G4	The Partnership should introduce consistent, uniform quality assurance procedures and practices bearing in mind the need to check risk	All	Establish Partnership MIS portfolio Establish strategic calendar for partnership	A quarterly Management Information Portfolio is provided to the Partnership Management Meeting. It covers workload; waiting times for CS and levels of nil reports and the national KPIs.

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	assessments as well as reports.			There are also standard audit formats for SERs, HBRs and PDO cases (based on the SWIA pro-forma), and an audit pro-forma for Tay Project assessments. Each authority has developed audits to address particular practice issues of relevance to them: this is particularly the case in Perth and Kinross where the Manager and Improvement Officer have created a comprehensive infrastructure of audit, reporting, review and action planning.
G5	Managers in Perth and Kinross must ensure they provide regular structured supervision for staff covering both casework and workload issues and staff development	P	Develop review schedules Develop and implement quality improvement plan	There is now regular supervision of staff in P&K and a structured approach to performance monitoring of work: staff are guided by a Business Improvement/Quality Improvement Framework operated within Housing and Adult Care. Supervision and ERD schedules are retained by the Improvement Officer, and records of supervision sampled for monitoring purposes
G6	P&K should undertake a full audit of training needs.	P	Training audit to be undertaken across the Partnership	An external consultant undertook a wide-ranging training needs analysis, which is capable of integration into any employee development system.
G7	P&K should ensure that employee development reviews are conducted as required by the Council's own procedures.	P	EDR had not been formally introduced at the time of the Inspection EDR to be in place across the Partnership	P&K was involved in the development of the training needs analysis. The ERD process was formally adopted in P&K in 2004, but there was some backlog of cases, which is now cleared. The timetable for all staff receiving ERD is held by the Improvement Officer. The development of EDR across the Partnership has been driven by wider Council initiatives.

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Notes on Annual Report Abbreviations

There were almost 100 recommendations within the Performance Inspection Report. In the action plan and annual report we have grouped the recommendations into themes A-G and numbered them for ease of reference and for cross-referencing with other relevant plans. The left-most column records these reference numbers.

Some of the recommendations and relate to the whole Partnership – they are noted as ALL in the LA (Local Authority column); some relate only to Angus (A), Dundee (D) or Perth (P or P&K)

Other abbreviations used

CJA- Community Justice Authority

CJAs – Criminal Justice Assistants

COVAID – Control Of Violent And Impulsive Drinkers programme

CSO-GP – Convicted Sex Offender Group Work Programme

CS – Community Service

EDR – Employee Development and Review

HBR – Home Background Reports

ICM – Integrated Case Management

JAG – Joint Assessment and Review Group

KPI – Key Performance Indicator

LSI-CMS – Level of Service Inventory and Case Management System

MAPPA – Multi-agency Public Protection Arrangements

MIS – Management Information Statistics

NOS – National Objectives and Standards

PDO – Potentially Dangerous Offenders

SARA – Spousal Abuse Risk Assessment

SE – Scottish Executive

SERs – Social Enquiry Reports

SW/SSW – Social Worker/Senior Social Worker

SWSI – Social Work Services Inspectorate

SWIA – Social Work Inspectorate Agency

ViSOR – Violent and Sex Offender Register

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