

A DAY IN THE LIFE...

... of a Staff Training and Development Manager – in Her Majesty’s Prison Service

Juvenile offenders are young people aged between 15 and 17 years of age who have been given a custodial sentence.

At the moment, there are approximately 2700 juvenile males in custody and around 80 females. These are young people who have either been sentenced or are on remand.

The Youth Justice Board for England and Wales (YJB) and the Prison Service have a partnership agreement which sets out the standards to be delivered in Young Offender Institutions.

Key features of the agreement include:

- A child-centred approach reflecting the spirit of the Children Acts of 1989 and 2004
- A special emphasis on safeguarding and promoting the welfare of children
- The provision of a safe environment for all young people at all times
- Special attention to every young person’s physical, mental and social health, including the promotion of healthy lifestyles
- Daily involvement in a variety of activities in keeping with individual needs, abilities and potential – with education and training forming an important and vital part of the young people’s custodial experience
- Staff who have received appropriate training and can act as ‘significant adults’ and role models

As Staff Training and Development Manager in the Women and Young People’s Group – part of Her Majesty’s Prison Service (HMPS), Terry Burton is primarily concerned with the last point in this list.

Terry works with establishments that house young people (both male and female) in England and Wales. His role is to assist them in the delivery of staff training.



There are around 3000 staff working across the juvenile estate – from officers to drugs workers, and all these people are spread across a number of locations, so ensuring the delivery of effective training for all of them is no easy task. Terry says:

“What is required is a coherent staff training strategy, and that is what I’m now involved in delivering.”

The qualifications strategy centres on the National Qualifications Framework in Youth Justice, and the Prison Service has been remarkably successful in delivering it. The overall target agreed between the Prison Service and the Youth Justice Board from the last two years have now been met. Perhaps the most notable of these was to get 80% of staff who work with young people started on one of the qualifications in the framework by 31st March 2006.

However, Terry is very keen to point out that the success of the strategy is a partnership between his team and establishments. His team, which consists of Sarah Wetton and Darren Brownlee, provide essential, hands-on support to the establishments on a daily basis.

Terry’s attention will now be focused on continuing to deliver the programmes to a high standard, and ensuring good completion rates. He says:

“What we’re trying to do is develop a learning culture within the Service, and professionalise the staff through the introduction of qualifications.”

One particular element of the qualifications framework - the Juvenile Awareness Staff Programme, known as JASP, is a significant development in the training of staff.

JASP was developed by the Prison Service, Youth Justice Board (YJB), Trust for the Study of Adolescence (TSA) and Staffordshire Social Services.

It was introduced to the juvenile estate in 2004 to provide training for staff working with young people. JASP is the single biggest training programme delivered to staff in the young people's secure estate and includes the following modules:

- Child Protection
- Understanding and Working with Children and Young People in Custody
- Mental Health
- Substance Misuse
- Vulnerability Assessment
- Training Planning
- Resettlement
- Managing Difficult Behaviour
- Safeguarding

The overall qualifications framework also includes:

- ETE plus (ETE stands for Education to Employment)
- Effective Practice Unit Award
- Gateway Access Programmes which feed in to the
- Professional Certificate in Effective Practice (PCEP) in Youth Justice which in turn feeds into the
- Foundation Degree in Youth Justice

All the qualifications that make up the framework are mapped to the National Occupational Standards in Youth Justice, as well as 'Effective Practice'. The Youth Justice Board have a set of programmes and interventions, which they have badged as 'Effective Practice' and these are widely followed.

Terry is currently looking into the possibility of submitting JASP for Skillsmark endorsement.

“All our other programmes have some kind of accreditation or quality mark associated with them. We want Skillsmark endorsement for JASP to show that the programme is high quality and fit for purpose within the Prison Service.”

As well as talking to Skills for Justice about Skillsmark, Terry also sits on two Skills for Justice committees – Custodial Care and the Children's Workforce Network Group:

“It's important for me to be involved in both of these groups, as they deal with changes and developments taking place on a national level.”

A typical day in Terry's life might involve liaising with training managers, attending various meetings – which could be at establishments, or more strategic, high level meetings dealing with issues such as funding.

Terry also spends a great deal of time supporting establishments in the delivery of their training, and quality assuring programmes.

He is also responsible for carrying out Training Needs Analyses on staff:

“It's essential that staff have the correct skill mix to safeguard the wellbeing of the young people.”

Terry's typical day is clearly varied, involving considerable travel across the UK as he visits different establishments.

But despite all the travelling, Terry is clearly passionate about what he does for a living:

“An increased focus on training and development can only benefit the staff as well as the young people whose wellbeing they safeguard on a daily basis. So for me, the best thing about this job is that in developing staff, we are making a real difference – to them and to the young people.”

