

# Report of the Youth Justice Improvement Group

Scottish Executive Response  
Youth Justice Improvement Programme



one  
scotland  
SCOTTISH EXECUTIVE



safer  
scotland  
SCOTTISH EXECUTIVE

## **Ministerial Foreword**

Most young people in Scotland are a credit to themselves, their families and their communities. But the behaviour of a small minority – around 1 in 500 young people – is a persistent problem. The victims of their behaviour, often other young people, want government and local agencies to deliver two things. They want to see offending and anti-social behaviour challenged and changed. And, above all, they want to see fewer crimes carried out on them, their families, their neighbours and their property.

We are determined to turn these young lives around, and give them a positive future. I am not prepared to write off any young person in Scotland. But neither am I prepared to allow a young person's unchecked behaviour to write off a community. That is why we will continue to take action to reduce antisocial behaviour and improve community safety. This is entirely consistent with our approach to youth crime.

We have made progress since 2002, when we published our first Youth Crime Action Plan:

- We have implemented the Antisocial Behaviour Act which provides agencies with a range of new tools, including ASBOs and parenting orders;
- National standards have largely been met – timescales for dealing with young people who offend have improved and there is higher quality reporting; local areas now have a clearer picture of the extent and nature of youth crime in their areas and are responding to this and; improved services to victims and communities are in place;
- We have learned a great deal from the youth court pilots, which have provided improved arrangements for the transition from the hearings system to the adult criminal justice system and an enhanced range of continued social work interventions;
- We have gained knowledge from the fast track pilot: the importance of making quick and focussed decisions; a requirement for close inter-agency co-operation; the importance of appropriate assessment and clear action plans;
- Victims now receive more information about their cases, including decisions made by the children's reporter and the children's hearing;
- There is a greater focus within local authority areas on tackling youth crime, and a considerable increase in capacity and the range of approaches available and being used; and
- There is now considerably more knowledge of what actually works to change behaviour and better sharing of effective practice.

But

- The number of persistent offenders has not reduced as we had hoped;
- Many communities are still blighted by offending and antisocial behaviour;
- Too many young people are ending up in custody at 16 or 17 years of age because their offending was not tackled sufficiently early or consistently;
- The timescales for tackling offending are still too slow and not everybody is meeting expected time standards;
- There are insufficient checks on the behaviour of the most persistent and serious offenders;
- The quality of reports and action plans going to the Hearings needs to be further improved;
- Agencies (schools, police, antisocial behaviour units and youth justice teams) are not yet working together across the country, as well as they are in the best areas, to reduce crime and antisocial behaviour by young people; and
- The root causes of offending – in particular poor parenting and family circumstances – are not being tackled in a sustained and comprehensive way

That's why we need further action.

I am grateful to the members of the Youth Justice Improvement Group for their work and their proposals. The Group has made clear proposals for action in its overview report, which we are publishing together with this response. I acknowledge the recommendations made by the Group, and propose additional actions to ensure we tackle all of the issues effectively.

This response to the Youth Justice Improvement Group report describes:

- What needs to be different for the people, and the communities, affected by youth crime and anti-social behaviour;
- The action we will take to achieve this; and
- What other agencies need to do

The coming months and years present significant challenges. But if we all redouble our efforts to tackle the problems of youth crime and anti-social behaviour, we can make Scotland safer for everyone.

CATHY JAMIESON  
MINISTER FOR JUSTICE

## WHAT WE NEED TO ACHIEVE

The Youth Justice Improvement Group proposed the following five objectives for the youth justice system:

- To reduce offending and ASB by young people;
- To take early action, to stop young people getting to the stage where their behaviour causes serious problems;
- To take firm and effective action to stop such behaviour and reduce its impact on others;
- To tackle the causes of such behaviour and turn round the lives of these young people; and
- To reassure communities that effective action is being taken to address behaviour and offending issues.

To achieve these objectives, **all agencies** need to:

- Tackle the root causes of offending and address specific concerns about problem families;
- Work and plan together to make sure they are organised to improve the effectiveness and timeliness of action taken to deal with offending;
- Work directly with victims and communities affected by youth crime and anti-social behaviour, and ensure their concerns are addressed;
- Improve plans to reduce risks and needs and *implement* them;
- Engage better with young people who are hard to reach and persevere to make sure their behaviour changes in the long term;
- Improve the management, supervision and review of high risk and persistent offenders;
- Ensure the workforce is skilled and confident in tackling offending and antisocial behaviour and can deliver this challenging agenda.

Sustained reduction in youth crime requires effective early intervention to deal with risk factors like poor parenting, alcohol or drug addiction in families and dysfunctional relationships. However, communities are entitled to expect that the justice system should protect them from the effects of crime and make sure that the perpetrators stop their criminal or anti-social activities.

The Youth Justice Improvement Report outlines and identifies, in some detail, the root causes of offending and antisocial behaviour. Their work suggests that there are six broad areas where we need to take action to improve the quality of provision and the experience of those affected by youth crime and antisocial behaviour:

- We need to tackle the problems caused by a small number of troubled and troublesome families, providing support at an early stage
- We need to stop persistent offending
- We need ensure that young people involved in offending cannot refuse to engage in programmes to change their behaviour
- We need to reduce the specific risks to communities, other young people, and themselves, posed by the very small number of high risk offenders
- We need to ensure the workforce has the capacity and skills to deal with this challenging agenda
- We need to build community confidence that effective action is being taken

### **Work with Parents & Families**

To be effective, we should not focus only on individual children but tackle problems caused by families. We know that a small number of troubled and troublesome families cause disproportionate harm to communities. All agencies should work together to provide targeted parenting support and intensive family work to address the root causes of offending at an early stage. This should be focussed on helping parents change their own behaviour, gain parenting skills and to take responsibility for their children. To facilitate this we will support agencies in developing effective parent and family practice and interventions.

### **Persistent Offending**

All agencies must take action to stop persistent offending and antisocial behaviour. A small group of young people cause a disproportionate amount of harm to themselves, their families and their communities. We must act swiftly and decisively to address their behaviour and stop it. This means doing two things: tackling the issues in the young person's life so they do not re-offend; and taking action to stop the offending behaviour. Both of these are essential.

To do this, all agencies must reduce bureaucracy and make sure they, and their resources are focussed on action. First, they need to identify the young people causing the most persistent trouble, and those at risk of becoming persistent offenders. Then they need to work together to decide what action they will take to challenge and change that behaviour, to provide support which will enable young people to change, and ensure that enough energy and action is focused on this.

This way of working will mean that all agencies and individuals know **what** is required to change behaviour, **who** will deliver this work, **when** outcomes are expected and that a clear review process is in place to see that actions are carried out. This will ensure that the needs and actions of young people are addressed effectively, and at the earliest opportunity, to improve outcomes for them and their communities.

### **High Risk Individuals**

For those individuals who present a serious and continued risk to their communities we must make sure that the **risks are managed**. The single assessment, record and plan will redefine the mechanism for risk management within the youth justice system.

However, we must also have a mechanism which allows us to manage risks between systems and agencies. We must make sure that if continuing engagement and supervision is required to manage risks, especially when a young person is moving from the Hearings system to the adult justice system, the necessary information, actions and interventions are transferred.

### **Lack of Engagement with Services**

All agencies must ensure their services are of high quality and can respond to a wide range of abilities and needs. Young people should be in no doubt that, although services are there to help them they will be expected to participate and compulsion will be pursued if they do not respond. We must be clear that changing unacceptable behaviour is not optional.

For the small group of young people who continue to pose a risk to themselves or others, and **who cannot or will not engage** with services who are working to change their behaviour, we may need further options to compel them to change their ways. To make this happen we will explore the feasibility of transitional court orders and, if necessary, we will bring forward legislation to facilitate this. We will meet continued persistent offending with persistent action. Young people need to know that all agencies will never stop tackling offending behaviour and that continuing to offend is not a matter of choice.

## **Workforce skills and Capacity**

Agencies must be confident that they have a workforce with the knowledge, skills and capacity to tackle offending and antisocial behaviour. There are many routes into working with young people involved in offending, all of which have a contribution to make. We need to make sure all of these people have a set of core skills, and specialist skills as required.

To facilitate this, we will improve specialist knowledge and skills by establishing a central resource of information, providing access to research and peer advice and by developing a central pool of expertise, to support core workers where necessary.

We will also increase the number of people in the workforce who have the skills to tackle the behaviour of the persistent and serious offenders who cause the most harm to victims and communities. To facilitate this we will sponsor traineeships within the voluntary sector.

## **Building Community Confidence**

Collectively we must build community confidence, both in the young people growing up in the local area, and in the agencies and services who address the behaviour of the small number who get involved in offending. We want communities to have confidence that effective action is being taken, confidence to report problems, and confidence that offending is reducing. This will mean providing more targeted, relevant information to communities so that they know what action is being taken to tackle youth crime and antisocial behaviour and to deal with specific problems. We will report nationally so we can measure our success. But agencies must also report to their communities and local stakeholders so they can be held to account for delivery at grass roots level.

## IMPLEMENTATION

In order to achieve these changes, a range of actions will be taken over the next two years. These draw heavily on the actions proposed by the Youth Justice Improvement Group. These are described in detail in Annex A, under five broad headings:

- Action to improve practice
- Action to ensure that performance is evaluated and improved
- Action to ensure the youth justice system is effectively managed
- Action to provide information to victims, communities and offenders
- Action to provide the workforce with the capacity and skills it needs

Under each of these headings, the Action Plan describes the actions the Executive will take, and the action that other agencies will also need to take.

The Scottish Executive will act as an enabler to coordinate consistent delivery, and, assisted by a national multi-agency steering group with all key stakeholders represented will monitor progress. It will require commitment and leadership at the highest level and a sustained programme of work at national and local level.

A team of professional advisers from relevant backgrounds has been set up to assist in the delivery of this agenda. Their remit is to:

- Work with professionals and agencies to develop the work on integrated assessment and planning (with review mechanisms) which will address the needs of children who offend and tackle their behaviour.
- Work with local areas to further develop integrated good practice approaches to delivering timely, appropriate and proportionate responses to young people who offend.
- Assist agencies in the implementation of well evidenced programmes (individual and group) for young people who offend.
- Disseminate effective practice and assist agencies in the implementation of clearly evidenced approaches to addressing offending behaviour.
- Assist agencies and professionals in ensuring there are robust and effective evaluation and quality assurance systems in place.

- Build an information bank on aspects of process and practice within local areas so that, collectively, we have an improved understanding nationally of effective ways of working.

They will also lead many of the key action areas outlined in this report.

We will be working with relevant stakeholders in the coming months to further develop the implementation plans and put in place clear work streams to deliver the actions set out in Annex A in the timescales indicated.

It is vital to the success of our work that agencies link their activities in support of this agenda into existing mechanisms for delivery, that resources are targeted to front line delivery and concentrated on action to tackle the behaviour and needs of individual young people.

We have provided very substantial new resources to support youth justice work since 2002. Much of that is available to local authorities to enable them to deliver this agenda. We will reallocate centrally controlled youth justice funding as required to provide the resources needed to support new activity.

## Action Areas

<b>IMPROVING PRACTICE</b>	
<b>Objective:</b>	<ol style="list-style-type: none"> <li>1. Identify children at risk of future or further offending or other poor outcomes and take action early to improve their situation.</li> <li>2. Ensure that high risk offenders' needs and risks are properly assessed; that they receive appropriate change programmes in care or in the community; their behaviour and needs are monitored effectively and that secure care, ISMS and other high intensity interventions are used appropriately with a focus on positive outcomes and change.</li> <li>3. In respect of violent and serious offenders and our specific commitment to address the issue of sex offenders:               <ol style="list-style-type: none"> <li>a. Measures to improve the identification, risk assessment, planning for and management of young serious, violent and sex offenders</li> <li>b. The provision of specialist programmes to address offending, both within the community and in residential settings</li> <li>c. Ensuring those working with young serious, violent and sex offenders have sufficient expertise for their work</li> <li>d. The arrangements needed to ensure the continued support and oversight as young people move into the adult system</li> <li>e. The arrangements needed to ensure appropriate information is transferred from the children's to the adult system</li> <li>f. Identifying those young people most at risk of becoming serious offenders in later life</li> <li>g. All supported by robust quality assurance systems</li> </ol> </li> <li>4. Provide support for child victims and witnesses of crime.</li> <li>5. Ensure that the right support, programmes and monitoring and information exchange systems are in place for those young people who offend that are in both the children's and the adult systems, or are transferring between them.</li> </ol>

<b>Actions</b>	
<b>Scottish Executive Actions</b>	<b>Agency Actions to agree and implement</b>
<p><b>By December 2006</b>, in line with the principles of 'Getting it Right for Every Child', the Scottish Executive will provide advice on how agencies should make <b>decisions on how to tackle offending</b> behaviour, including referring to the Reporter when compulsion is required.</p>	<p><b>By June 2007</b>, using this national guidance, agencies will agree and implement local protocols for <b>sharing information and making decisions</b> about how to tackle offending promptly and appropriately.</p>

<p><b>By December 2007</b>, the Scottish Executive will support the development of an information pack for parents on preventing offending for 8-12 year olds plus a parenting course specifically designed for parents of that age group.</p> <p><b>By March 2008</b>, The Scottish Executive will develop guidance/practice tool kits for care workers (including foster carers) on how to reduce the risk of offending of those in their care</p>	<p><b>By March 2008</b>, agencies will provide early and appropriate services for families who are struggling to manage their children's behaviour. This will include intensive family support and targeted parenting support</p>
<p><b>By July 2007</b>, The Executive will disseminate examples of effective techniques for preventing youth crime and anti social behaviour, with an emphasis on action being taken at neighbourhood level.</p>	<p><b>By March 2008</b>, Agencies will provide a range of formal <b>and</b> informal youth services for those children identified as being most in need of positive role models and diversionary activities.</p>
<p><b>By March 2007</b>, The Scottish Executive will develop the work on the existing "Concordat: Sharing Information on sex offenders" (SE2005) to ensure a robust approach for young people, and identify what mechanisms could be developed to register concerns about young people's sexual behaviour.</p> <p><b>By March 2007</b>, The Scottish Executive will consider the implications for the management of high risk young offenders of the Bichard Bill and the list of people who are unsuitable to work with children.</p>	<p><b>By December 2007</b>, Agencies will develop (with Executive support) an implementation guide for managers and practitioners which will set out practice, management expectations and models of practice for the management of high risk offenders.</p>
<p><b>By March 2008</b>, The Scottish Executive will establish approval mechanisms for assessments, programmes and methods of working with all young offenders where formal procedures are judged necessary.</p> <p><b>By March 2007</b>, The Scottish Executive will have a mechanism for approving approaches and programmes for use with sexual, violent or other serious offenders in place; to be done in a way which encourages new developments and innovation.</p> <p><b>By March 2007</b>, The Scottish Executive will develop a single inter agency assessment record and plan for all professionals working with children as outlined in 'Getting it Right for Every Child'.</p>	<p><b>From March 2008</b>, Once programmes have been approved agencies should only use these approved programmes, expect when they are involved in development and testing of new approaches.</p> <p><b>By July 2007</b>, agencies will be in a position to take forward and implement the single inter agency assessment record and plan for all professionals working with children as outlined in 'Getting it Right for Every Child'.</p>

	<p><b>By July 2007</b>, where a young person moves from the Hearings system to the criminal justice system, agencies should ensure that there is a comprehensive transition plan that will ensure their offending continues to be tackled effectively to secure their own safety and the safety of others</p> <p><b>By March 2007</b>, A Children’s Hearing should not discharge a supervision requirement unless it is confident that there are appropriate and robust measures in place to manage and mitigate the risks a young person presents.</p> <p><b>By March 2008</b>, Action or support plans will be put in place to meet assessed needs and reduce risks for children who offend, present a substantial risk of re-offending, and where it is judged necessary to change their behaviour, in line with ‘Getting it Right for Every Child’.</p>
<p><b>By March 2007</b>, The Scottish Executive will develop guidance and training for agencies and panel members on what characteristics need to be reflected in action plans, supervision requirements and transition plans for those children who present a <b>high level of risk</b>.</p> <p><b>By December 2007</b>, The Scottish Executive will develop guidance and training for agencies and panel members on what characteristics need to be reflected in action plans, supervision requirements and transition plans for children who offend, present a substantial risk of re-offending and where formal procedures are judged necessary.</p> <p><b>Note:</b> As part of work to introduce a Curriculum for Excellence, the Scottish Executive is developing advice to Local Authorities on managing and supporting transitions between stages of education. We will ensure that Local Authorities have the full range of advice they need to manage the educational transitions of children where there are serious concerns about behaviour.</p>	<p><b>By December 2007</b>, Where serious risks and needs are identified that threaten the future well being of children or others and where children are victims of offending, action or support plans will be put in place to reduce the risks and the impact of them.</p> <p><b>By March 2008</b>, where there are significant concerns about a child’s development or behaviour, especially at the key transition stages of P1 and P7, local authorities and health authorities will assess the child’s needs and circumstances. Planned action will be taken to address these concerns.</p> <p><b>By March 2008</b>, Education authorities will work with other agencies to develop a range of approaches to address school problems that can impact on, or which are a precursor to, offending, (eg truancing, exclusions, disruptive behaviour, transition from primary to secondary education).</p>

	<p><b>By March 2008</b>, Education authorities will work with other agencies to provide programmes to improve the educational attainment and the personal and social development of looked after children and other children at risk of offending.</p>
<p><b>By March 2007</b>, the Scottish Executive will redistribute funding to provide intensive support, where appropriate, to young people leaving secure units to resettle them in the community.</p> <p><b>By July 2007</b>, the Scottish Executive will work with relevant stakeholders to collate and publish advice on improving the engagement of all young people with services provided to change their behaviour and, in particular, those in hard to reach groups.</p> <p><b>By July 2007</b>, the Scottish Executive will develop mechanisms to secure engagement from resistant young people who need to change their behaviour, including the option of bringing forward further legislation if necessary.</p> <p><b>By March 2007</b>, the Scottish Executive will publish guidance on ensuring that risks are managed between and across the youth and criminal justice systems and that appropriate mechanisms exist to manage that risk.</p>	

## EVALUATING AND IMPROVING PERFORMANCE

<b>Objective:</b>	Provide leadership on consolidating and building on the improvements already achieved in Youth Justice strategic direction, practice and inter-agency coordination to ensure child-centred, integrated responses to children who offend or are at risk of offending.
-------------------	--

<b>Actions</b>	
<b>Scottish Executive Actions</b>	<b>Agency Actions</b>
<p><b>By March 2007</b>, The Scottish Executive will develop a set of <b>outcome indicators</b> that will measure progress against all five key areas. In partnership with agencies it will develop a full performance framework which will include <b>national standards, inspections</b>, and the update of the Children's Services <b>Quality Improvement Framework</b>, inter-agency <b>self assessment tools</b> and templates for <b>public reporting</b>.</p>	<p><b>By March 2007</b>, Agencies will work with the Scottish Executive to develop credible new performance measures and will report on performance to stakeholders.</p> <p><b>By March 2008</b>, Agencies will self evaluate, and publicly report annually, on how well they are working to reduce the risk of offending and antisocial behaviour using approved interventions when these are available.</p>
<p><b>By December 2007</b>, The Scottish Executive will facilitate the development of a national needs and performance information bank which will enable agencies to plan for and review their services in a more informed way.</p>	<p><b>By August 2007</b>, Agencies will work together locally, via the current planning and tasking processes, to set out and gather the information required at an operational level, to provide <b>intelligence led and problem solving responses</b> to youth crime e.g. targeting "hotspots" and putting in place positive diversionary activities.</p>
<p><b>By March 2008</b>, The Scottish Executive will develop <b>practice manuals</b> for managers and practitioners which will set out practice and management expectations and models of practice against <b>approved interventions</b>.</p>	<p><b>By December 2007</b>, Agencies will include user's views (including victims and communities) in performance monitoring.</p>
<p><b>From April 2007</b>, HMIE will work with other inspectorates and delivery agencies to develop and test a system of <b>inspection of approaches to tackling antisocial behaviour and offending by those under 16</b>, and will then embark on a programme of inspecting responses and outcomes across the country.</p>	

## ENSURING YOUTH JUSTICE IS EFFECTIVELY MANAGED

<b>Objectives:</b>	<ol style="list-style-type: none"> <li>1. Identify what needs to be in place to prevent young people offending and coming into the youth justice system including the provision of resources for parents; services that focus on educational concerns that indicate a higher risk of developing offending patterns, and appropriate mental health and addiction resources.</li> <li>2. Ensure that partners, based on a robust audit of need, have effective approaches and interventions in place to prevent and address offending behaviour. Ensure staff have the tools they need (assessment, technology, programmes and approaches) and address concerns, risk factors and offending behaviour timeously, appropriately and proportionately to tackle offending behaviour and reduce its impact.</li> </ol>
--------------------	--

<b>Actions</b>	
<b>Scottish Executive Actions</b>	<b>Agency Actions</b>
<p><b>By March 2007</b>, The Scottish Executive will work with agencies to develop a toolkit for auditing local need.</p>	<p><b>By March 2007</b>, Agencies will engage local communities in the development of solutions to offending and the development of appropriate agency responses.</p> <p><b>By March 2007</b>, Agencies should develop a <b>shared strategy</b> for addressing concerning behaviour within families and in the community, schools and residential care homes.</p> <p><b>By March 2007</b>, Agencies will identify the extent of young people's offending and antisocial behaviour and its impact on communities; identify the mental health, addictions, parenting and other needs of young people; plan to meet needs and manage the risks and realign resources to these ends.</p> <p><b>By March 2008</b>, Agencies will measure improvements in these areas over time and ensure that data, needs and performance from action plans are fed into planning processes.</p>
	<p><b>By March 2008</b>, Agencies will develop management structures and funding models that support an integrated approach to the efforts of ASB units, the police, schools and youth justice/children's social work teams.</p>
	<p><b>By March 2008</b>, As part of Children's Services planning, relevant agencies will ensure that their resources are allocated where they can most effectively improve outcomes in priority areas.</p>

**INFORMATION TO VICTIMS, COMMUNITIES AND OFFENDERS**

<b>Objective:</b>	Improve appropriate information to victims, communities and offenders based on what people tell us they need.
-------------------	---

<b>Actions</b>	
<b>Scottish Executive Actions</b>	<b>Agency Actions</b>
<p><b>From March 2007,</b> The Scottish Executive will plan and implement a series of national information campaigns under the banner of 'Safer Scotland' that will support the integrated approach being taken to the delivery of children's services, safer communities and the delivery of balanced messages.</p>	<p><b>By March 2007,</b> Agencies will establish local 'taskforces' to undertake sustained programmes to address specific local issues, and support national campaigns, in areas such as knife crime, underage alcohol use or bullying. The programmes will aim to engage communities, young people and the public.</p> <p><b>By March 2007 &amp; Ongoing,</b> Through programme activity, agencies should challenge the misrepresentation of young people in the media, ensure effective on-going communication takes place and that programme activity is followed through.</p>
<p><b>By March 2007,</b> The Scottish Executive will provide communication tools for agencies to support a more consistent approach to the provision of information to the public and others about how agencies are dealing with youth offending.</p>	<p><b>By March 2007,</b> Agencies should adopt a proactive approach to the communication of shared agendas, shared messages and shared information and actively present in a consistent and coherent account of the work that is taking place with young people who offend.</p>
<p><b>By March 2008,</b> The Scottish Executive will identify community engagement models and approaches for engaging with young people and their communities, to improve confidence and, to find local solutions to local issues and disseminate information about successful models of practice.</p>	
<p><b>By March 2007,</b> The Scottish Executive will identify models and approaches for disseminating information about what is being done in their area, successful models of practice, and what is being done to reduce offending and ASB by young people in their area to ensure that people get the appropriate information they need, at the right time.</p>	

## DEVELOPING AND SUPPORTING THE WORKFORCE

<b>Objective:</b>	Ensure that people working with young people who offend, or who are at risk of offending, have the appropriate skills and knowledge to make positive changes.
-------------------	---

### Actions

<b>Scottish Executive Actions</b>	<b>Agency Actions</b>
<p><b>From October 2006</b>, The Scottish Executive will support the start up of a national resource of experts who can be consulted on an ad-hoc basis by practitioners.</p>	<p><b>By December 2006 &amp; ongoing</b>, Agencies will develop a national resource pool of experienced practitioners for advice, support and joint working.</p>
<p><b>By October 2007</b>, The Scottish Executive will provide a training framework – to link with and complement existing frameworks – which will enable agencies to identify the necessary staff skills and knowledge required to tackle offending and antisocial behaviour and the resources available to meet them.</p> <p><b>By March 2008</b>, The Scottish Executive will create a website resource that will:</p> <ul style="list-style-type: none"> <li>• Provide links to a variety of learning and development resources for practitioners, communities and families</li> <li>• provide guidance for practitioners on how to setup, administer and maintain regional Learning Sets</li> <li>• allow practitioners to share global and local best practice</li> </ul>	<p><b>By July 2007</b>, Agencies will assess how well equipped all staff who work with young people are to promote positive behaviour amongst young people.</p> <p><b>By March 2007</b>, Agencies will assess whether <b>collectively</b> they have the skills that are needed to tackle the offending behaviour of the most serious or persistent young offenders up to and including the age of 18. They will ensure that specialist skills can be accessed by those young people who need them. This may require pooling of resources and skills and greater use of multi-disciplinary ways of working.</p>
<p><b>By March 2007</b>, support the running of a Post Qualifying Award in Youth Justice for specialists who work with youth who offend.</p>	
<p><b>By October 2007</b>, Support the creation of accredited modules based on the Post Qualifying Award in Youth Justice for staff who require assessment.</p>	

© Crown copyright 2006

This document is also available on the Scottish Executive website:  
[www.scotland.gov.uk](http://www.scotland.gov.uk)

Astron B46797 10/06

Further copies are available from  
Blackwell's Bookshop  
53 South Bridge  
Edinburgh  
EH1 1YS

Telephone orders and enquiries  
0131 622 8283 or 0131 622 8258

Fax orders  
0131 557 8149

Email orders  
[business.edinburgh@blackwell.co.uk](mailto:business.edinburgh@blackwell.co.uk)

