

**Youth Empowerment Crime Diversion Scheme Evaluation Report April 2010 to  
March 2011**

**1. Introduction**

**2. Aim 1**

**2.1 Outputs**

**2.2 Young People - self evaluation forms**

**2.3 Client evaluation forms**

**2.4 Case Study**

**2.5 Evaluation of one-off interventions**

**2.6 Comments from service users**

**3 Aim 2**

**3.1 Outputs**

**3.2 Current ex-offender team**

**3.3 Training**

**3.4 Quotes from ex-offenders**

**4 Summary**

**4.1 What has worked well**

## **1. Introduction.**

The primary focus of this evaluation is to provide quantitative and qualitative data to demonstrate evidence of the impact of Youth Empowerment against its targets:

**Aim 1: To promote a positive change in the attitudes of young people which supports a reduction in offending and anti-social behaviour.**

**Aim 2: To support the process of rehabilitation and resettlement of ex-offenders by offering employment and training opportunities**

The following information has been gathered and collated by the Youth Empowerment Team.

### **2. Aim 1 : To promote a positive change in the attitudes of young people which supports a reduction in offending and anti-social behaviour.**

#### **2.1 Outputs**

From 1<sup>st</sup> April 2010 – 31<sup>st</sup> March 2011 Youth Empowerment has worked with:

1,250 young people

The scheme has delivered 116 sessions – this breaks down as 40 one-off interventions and 76 group work sessions delivered as either 3, 6 or 12 week programmes.

During this period the scheme has worked with 30 separate referring organisations.

These have been Police, Schools, Pupil Referral Units, YOT's and Voluntary Sector organisations.

The groups have been geographically dispersed in the following areas: Kent, Surrey, London and Berkshire.

#### **2.2 Young People Self- Evaluation Forms.**

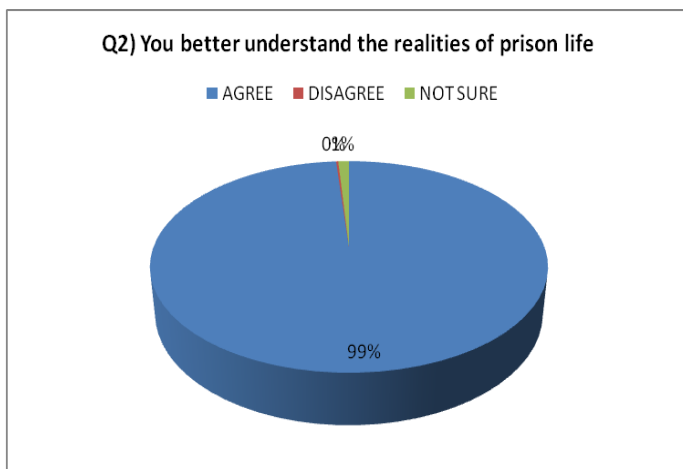
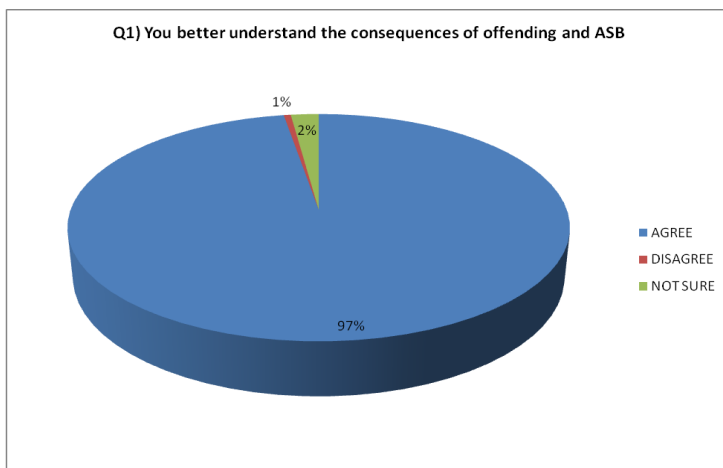
The following data has been compiled using our self assessment evaluation forms

Data:

	<b>AGREE</b>	<b>DISAGREE</b>	<b>NOT SURE</b>
<b>Q1</b>	935	5	20
<b>Q2</b>	948	2	10
<b>Q3</b>	912	12	36
<b>Q4</b>	905	10	45
<b>Q5</b>	880	19	61
<b>Q6</b>	895	26	39
<b>Q7</b>	910	8	42
<b>Q8</b>	866	24	70

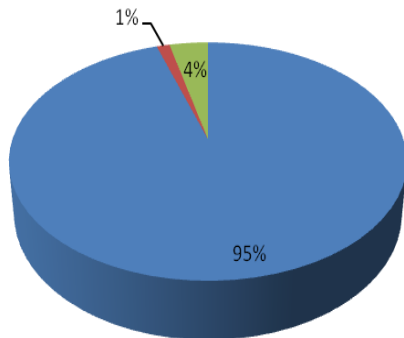
Stats taken from 960 completed evaluation forms

Which are represented by the following charts:



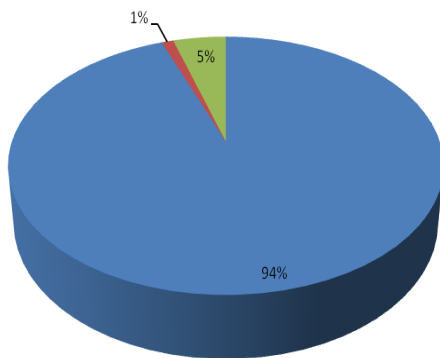
**Q3) You better understand that every crime has a victim**

■ AGREE ■ DISAGREE ■ NOT SURE



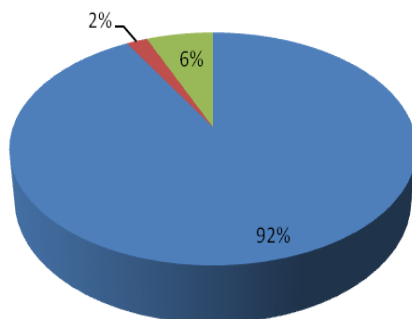
**Q4) You better understand how victims may be left feeling**

■ AGREE ■ DISAGREE ■ NOT SURE



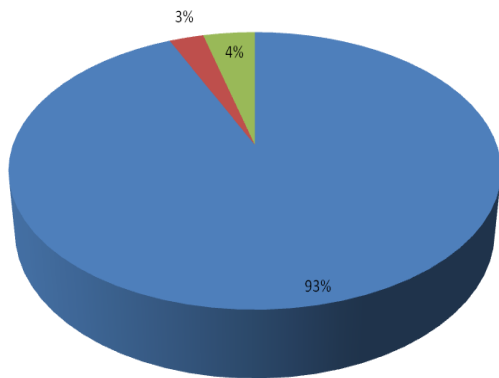
**Q5) You have a choice whether to offend or not**

■ AGREE ■ DISAGREE ■ NOT SURE



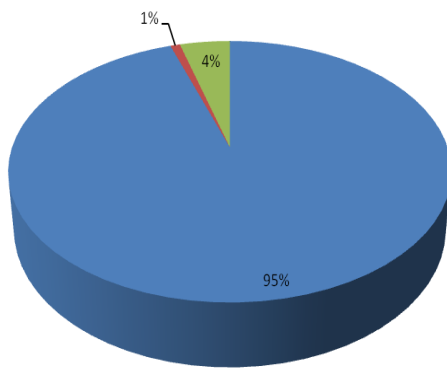
**Q6) You are responsible for your actions**

■ AGREE ■ DISAGREE ■ NOT SURE



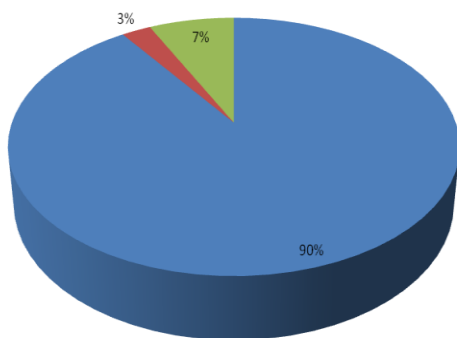
**Q7) You have gained information to help you make better choices**

■ AGREE ■ DISAGREE ■ NOT SURE



**Q8) You are less likely to offend in the future**

■ AGREE ■ DISAGREE ■ NOT SURE



We are greatly encouraged by the outcomes from our young people self evaluation forms and believe they clearly support Aim 1. The correlation between information giving, increased understanding and awareness and likelihood of future offending produces a valid indicator of attitudes in terms of responses given in evaluation forms. We do not have the financial or logistical resources to evaluate how this may translate in terms of long term effects of attitudinal change or cessation or reduction of offending. However, our evaluation data suggests we can be confident that by giving information and challenging anti-social attitudes we are creating an arena for young people to reflect on future choices.

### **2.3 Client evaluation forms.**

Evaluation from service users has been extremely positive. 100% of service users say they would use our service again, and this is validated by repeat bookings and further requests for inputs. 100% of service users also say they are satisfied with the quality of service, pre and post consultation and that the product met the aims and objectives of the service. 82% indicated they believe our intervention would reduce offending and anti-social behaviour (18% indicated they were 'not sure').

### **2.4 Case Study - Evaluation of a 12 session group work programme**

Following the successful completion of a twelve week group work programme for Merton YOT the following information has been collated:

**Project Name:** *Breaking Free Group Work Programme:* Agreed outcomes were to challenge behaviours of participants and to encourage a change in their lifestyle and to promote education and/or training or employment, thus reducing their criminal/gang activities and promote active citizenship. Outcomes would be assessed by monitoring arrest statistics, school incident and intervention statistics and re-engagement in education, employment and training. Pre and post programme self-assessment evaluation forms were also used to monitor attitudes and opinions relating to offending behaviour by participants. Further evidence of effectiveness can be derived from levels of engagement, attendance data, and anecdotal feedback from participants, facilitators and Merton YOT Case Managers.

#### **Presenting Issues (pertaining to young person):**

MB is an 18 year old male and subject of a Supervision Order managed by Merton YOT. MB had a history of offending and local gang affiliation. His current offence

was a serious wounding caused by stabbing. This related to an incident involving a young male being involved in a dispute with MB's sister. MB admitted the offence. Presenting issues included; impulsivity, gang affiliation and managing difficult feelings.

### **How has the project helped the young person:**

Attendance: 11 sessions (out of 12)

MB spoke openly throughout the programme – particularly in relation to his current offence. He clearly understood how close he was to going to prison and said it had been a wakeup call for him to change his ways. MB also spoke about his affiliation to a local gang and said he had moved away from involvement as a result of not wanting that life anymore. MB was clearly a respected member of the group – however, he only ever used that in a positive way. His openness helped other group members to discuss difficult issues and the messages that MB gave around offending and gang culture were extremely useful in re-enforcing the work we were engaged in. MB clearly considers family – particularly his mother and sister – very important to him. He indicated a difficult relationship with his father but said this had lessened with age. MB was able to empathise with his victim and this helped other group members during our look at victim issues. MB was extremely consistent in vocalising his commitment not to offend again and said he was very happy doing the college course he is currently enrolled in. MB did not always turn up on time and clearly sometimes did not want to be there – but it is testament to him that he continued to attend and fully engage in the work. MB is an insightful and intelligent young man who understands the impact of his offending on himself and others and appears motivated to move forward with his life. MB stated on a number of occasions how the group was helping him in his commitment not to offend. He told one observer of the group that 'he had not offended as a direct result of being part of this group'. When asked why he stated 'I think a lot more about what I'm doing'. The session on relationships also helped MB better understand how gang affiliation had affected the lives of him and his family. The victims session also enabled him to reflect on how his family had been affected by his actions. I also feel the group gave MB the opportunity of further cementing his commitment to change and voice new found opinions on the futile nature of gang culture and criminality.

### **Outcome/s**

Pre and Post programme self-assessment evaluation completed by MB indicated a consistency in his attitudes towards offending, an increase in his understanding of

victim issues and increased commitment not to re-offend.

MB attended 11 of the 12 sessions.

MB enrolled on a full-time course at Kingston College during the period of the programme.

Following completion of the programme latest report from Merton YOT show that MB has not committed any further offences and continues to comply with his order (transferred to adult Probation Service).

There is no evidence to date which indicates MB has returned to gang culture.

**Case Study Number** 2

**Presenting Issues (pertaining to young person):**

ZH is a 14 year old female and subject of a YRO managed by Merton YOT. ZH has a history of violent offending – ABH being her index offence. She has previously been arrested seven times for offences of a similar nature. ZH very much blamed others for her offending – stating that ‘if people disrespect me they know what to expect’. Presenting issues include; lack of personal responsibility, lack of victim empathy, normalisation of offending attitudes and anger management issues.

**How has the project helped the young person:**

Attendance: 9 sessions (two approved absences) (out of 12)

ZH did not find group work easy and was very guarded in what she spoke about initially. She appeared to blame others for her offending – saying people put her in situations where she had to fight. It was worrying that ZH normalised her behaviour and the consequences which followed. However, as the programme progressed she appeared to reflect on her offending in a way which indicated that she better understood that it is not ‘normal’. She said she could not empathise with her victims but understood how her offending had impacted on her family. She once stated that the group worked well ‘because we all know the group rules and boundaries’ - I wondered how much of that she has in her life – particularly from her mother. She spoke of how she wanted to return to school and said she had been there recently but they would not see her. I hope that she will receive some support in trying to manage a return to full time schooling. ZH was always polite, respectful and confident in how she approached the group – bearing in mind she was the youngest

group member and only female. She would benefit from continuing to look at her anger as I feel she held a lot back when discussing this issue. She indicated to one of the female facilitators that there was 'stuff' she was not going to talk about. Participation on the programme enabled ZH to discuss problematic issues in her life. She wrote on her post group self-assessment form 'the programme helped me because I don't usually think or talk about my offending and for 12 weeks I have'. ZH clearly benefitted from talking about and reflecting on some difficult issues and her own admission of this evidences some progress in her ability to reflect on her behaviour. This increased willingness will assist her in addressing her anger issues.

### **Outcome/s**

Pre and Post programme self-assessment evaluation completed by ZH indicate some clear shifts in attitudes towards both offending and victim issues. She also marked herself as less likely to offend in the future and that she feels more positive about her future.

ZH attended 9 of 12 sessions (had agreement from Merton YOT for 2 absences)

ZH had been out of education for some time but since completion of the programme she is now back in full-time education.

Latest report from Merton YOT show that ZH has not committed any further offences and continues to comply with her order.

**Case Study Number** \_\_\_\_\_ 3 \_\_\_\_\_

### **Presenting Issues (pertaining to young person):**

MT is a 17 year old male currently on licence from custody and managed by Merton YOT. MT has a history of offending, including theft and burglary. MT served a period in custody and at the time of attendance on the programme was completing his sentence 'on licence' within the community. Presenting issues included; poor family relationships, a history of drug-induced psychosis, dyslexia and being easily influenced by others.

### **How has the project helped the young person:**

Attendance: 12 sessions (out of 12)

MT stated from the beginning of the programme that he would be attending every session as he did not want his licence in breach. This set the tone for his participation

on the programme - very focussed and very consistent in the messages he gave. He engaged fully in every aspect of the programme and also shared many of the consequences of his own offending. He was a positive influence on other group members and continually re-enforced his commitment to move away from his past. MT spoke of how difficult he found his custodial sentence and how his psychosis had frightened him and affected all areas of his life. He spoke of troubled relationships with family members but how these were now vastly improved. I believe MT's attitude and approach to the programme resulted in him taking maximum advantage of the benefits of personal exploration and reflection. MT regularly shared that he enjoyed the group and looking at different areas of his life. He wrote on his post group self-assessment form that he enjoyed 'getting advice from people who had been there and that it isn't worth it' (criminality). MT spoke openly about the problems he had faced as a result of his offending and some of the consequences he had suffered. I believe this enabled MT to make better sense of his past and better equip him to continue moving away from his past.

### **Outcome/s**

Pre and Post programme self-assessment evaluation completed by MT indicate a clear consistency in his commitment not to re-offend and a better understanding of how talking about feelings is better than bottling them up.

MT had 100% attendance (12 out of 12 session).

MT was unsure as to what to do with regards to education, training and employment. As a direct result of our session on employment and training - MT is now fully engaging with Eco-Actif and is exploring a variety of training and employment opportunities. This further evidences MT's willingness to enable his full rehabilitation.

Latest report from Merton YOT show that MT has not committed any further offences and continues to comply with his order and licence conditions. His licence expires in two weeks and feedback from Merton YOT is very positive.

All twelve sessions of the programme were delivered; each session starting and finishing at the agreed times. Levels of engagement were extremely high, as witnessed by Merton YOT staff and recorded in weekly written reports by Lead Facilitator to Merton YOT Case Managers. Attendance was also very high. Merton YOT feedback indicates that it is the most successful programme they have run in terms of attendance. Pre and post programme self assessment evaluation by

participants' evidence clear shifts in attitudes towards pro-social attitudes and opinions. This trend is further evidenced by pre and post programme assessment using 'The Cycle of Change', which is a self-assessment tool used to monitor change in relation to offending. All participants identified progression on this cycle and were able to give specific evidence of change to justify the shift.

The importance of (re)engagement in education and training is a theme that runs throughout the programme. One participant, a 14 year-old female had not been in education for some time due to permanent exclusion. She is now back in full-time education. Other participants are enrolled in full-time college courses and one participant is actively working to explore training and employment opportunities. Since commencement of the programme, some four months ago, one participant has been arrested for a minor offence (and dealt with by way of his existing community order) and none of the other six participants have re-offended.

### **2.5 Evaluation of 9 one-off interventions delivered to schools and PRU's in Kent.**

Youth Empowerment delivered 9 crime diversion workshops to young people from across Kent. The groups were either self-referral or those referred by Kent Police – all were mainstream school or alternative education programmes. A high percentage of the young people we saw had previously committed offences of some sort – and were either excluded from mainstream education (through their behaviour) or were displaying risk factors associated with exclusion. A wealth of evidence exists indicating that young people displaying such risk factors are those most likely to go on to offend in the future. All sessions were delivered 'on site' under the supervision of service-user staff.

The content of the sessions focussed on four main areas: Pathways to Offending; Effects on Others (victim awareness); Personal Responsibility; Choice and Consequence.

Other subject matter was also covered depending on the specific experiences and risk factors of those attending the sessions. Each session lasted approximately 3 hours, including pre and post briefings with service user staff.

In self-assessment evaluation forms, 100% service-users said they were satisfied with the service and would use it again.

Self-assessment evaluation completed by young people shows that 97% agreed that they better understand the consequences of offending. 95% agreed that they had

gained information to enable them to make better choices. 95% agree that they better understand that every crime has a victim and 90% believe they are less likely to offend in the future.

All service users commented on the levels of engagement and one said it was “extraordinary” how well behaved her most “troublesome” students were during the session. We feel that exposure to the service will greatly contribute to a reduction in anti-social behaviour and offending in the future.

## **2.6 A selection of comments from service user staff**

“The feedback I have had from the boys, and some of the staff have been really positive. One young person in particular went straight into his next lesson and told his teacher he was going to make changes starting now, and he did, he was a perfect student.” **St Simon Stock School, Maidstone** (re-booked further sessions)

“Brilliant and effective. It created a lot of thinking and self-reflection” **Hartsdown School, Margate** (re-booked further sessions)

“It was extremely relevant and interesting for our pupils who usually find engaging in any classroom based discussion work very difficult. As a one off workshop it was powerful but as a frequent input it would have even more effect” **Silverbanks PRU, Medway** (re-booked further sessions)

## **Quotes from young people accessing Youth Empowerment Services**

"It has made me think and shown me that I really do want to change my ways"

".....because I could talk about my offending and I don't ever do that"

"I've heard from people who have been there what could happen to me if I don't change"

"I know for a fact it has helped me.....on two occasions I was going to offend but then thought it through and didn't"

"I learnt two things that I need to change"

## **Testimonials from Professionals**

**Kostas Panagiotou, Senior Service Delivery Manager, Victim Support Thames Valley** - 'Our ongoing collaboration with the Youth Empowerment Crime Diversion

Scheme has been both fruitful and inspiring. In a time when the public and voluntary sectors are facing a deep financial crisis, it is very important for us to strengthen our links of collaboration, to learn from other agencies and groups and to put that learning into practice.

**PC Godfrey Pain - Kent Police Safer Schools Partnership Coordinator** - 'I found the session extraordinary. The schools officer also sat in on the session and she too was amazed that the behaviour normally associated with this type of group (attitude, banter, unwillingness to participate, general air of disinterest etc;) was nonexistent. They sat, participated, were attentive, respectful, and remained that way throughout.

**Tracy Hellier - CRED** - 'We found that bringing the two female ex-offenders extremely useful as the female students really respected what they had to say and could relate to some of their experiences. Hearing what the facilitator and his guest speakers had to say made some students determined they did not want to go to prison.

**Tricia Colbeck- Program Manager: Sidlow Bridge PRU** - 'Some of our young people are already known to the police, some have spent time in prison and the remainder are at risk of offending, so the hard hitting informative style of the Youth Empowerment session really hit home to our young people'

**Silverbanks Pupil Referral Unit** - 'The young people could really relate to the facilitators experiences and some felt as if it was their destiny to end up in prison, it highlighted these problems to us as a school and has led us to do more work on aspirations and changing paths and life goals'.

**Frederique Posnette - Teacher of PSHE Ed at The Challenger Centre, Sittingbourne** - 'Very often with sessions such as these you don't see an instant impact on the children's, however the feedback they gave was wonderful and I have been in contact with many of the parents and they have said that they have seen a notable change in their children and their attitudes to life'

**Lesley Burnand - Manager - The Ridgeway E2E Centre** - 'Without Youth Empowerment we would not have been able to afford such in-depth input, and I am confident that our young people will continue to remember what they learnt and believe it will have a positive impact on their future'.

### **3. Aim 2: To support the process of rehabilitation and resettlement of ex-offenders by offering employment and training opportunities**

#### **3.1 Outputs - Ex-offenders working on the scheme**

Since the scheme became operational Youth Empowerment has offered employment opportunities and support to five ex-offenders: three male and two female. To date, none have re-offended or returned to old lifestyles. All report increased self esteem and self worth and regard their future as positive.

Regular training, team appraisal, self assessment evaluation and team observation and supervision all ensure that facilitators continually monitor the quality of their input and style of delivery – overseen by managers. All ex-offenders working with the scheme agree some basic principles to up hold Youth Empowerment values; they include: Not to associate with known criminals or drug users. To abstain from all drug use. Not to engage in anti-social, violent or aggressive behaviour and to comply with all aspects of supervision (if applicable). Youth Empowerment Managers also liaise with Probation Officers and police where appropriate.

#### **3.2 Current Ex-offender Team**

**Graham Godden: Project Manager** - Prolific offender and drug user, multiple convictions for robbery, poss of firearms, theft, poss of drugs. Previous prisons sentences culminating in an automatic life sentence in 2001. Released 2009. Graham has vast experience of working with young people both within the prison estate and in the community (around 5000 to date). Is a BSc Criminology undergraduate, has qualifications in Voluntary Sector Interpersonal Skills, Diploma in Drug and Alcohol Counselling, NVQ Level 3 Advice and Guidance and holds The Professional Certificate of Effective Practice in Youth Justice (YJB). Specialist knowledge of substance misuse and the care system and issues relating to care leavers. Has not re-offended.

**MO: Male Ex-offender** - Convicted of aggravated burglary sentenced to 4 years. Habitual drug user, released Oct 2009. Volunteered for the scheme and co-facilitated 15 sessions to approximately 130 young people. Due to the early stages of development of Youth Empowerment, the scheme was unable to offer MO any paid employment. MO is now working for a Brickwork and Paving Company. To date, he has not re-offended.

**LF: Female Ex-offender** - Convicted of GBH Section 18 sentenced to 9 years. Previous offences include theft, affray, TWOC and other non custodial sentences as a

YO. Released April 2009. LF initially volunteered for the scheme for 3 months. From July 2010 LF has been a sessional worker with the scheme and has co-facilitated 53 groups. LF has progressed to the point where she will soon be delivering sessions as a Lead Facilitator which supports the expansion and development of the scheme. To date she has not re-offended. LF has NVQ Level 3 Advice and Guidance and has a wealth of training and experience. She has previously worked with young people whilst in custody. Has specialist knowledge of female-specific issues relating to offending.

**SR: Female Ex-offender** - Convicted of Kidnap and False imprisonment, sentenced to 5 years. Previous drug and violent offences. Non custodial sentences for prostitution. Released June 2009. SR initially volunteered for the scheme for 3 months. From July SR has been a sessional worker with the scheme. SR has co-facilitated 20 groups. She fits this around her other work commitments working part time for a large supermarket chain. To date SR has not re-offended. She holds two units of NVQ Level 3 Advice and Guidance and is currently working to complete the full qualification. She has also previously worked with young people whilst in custody and has specialist knowledge and first hand experience of female-specific issues relating to offending.

**RB: Male ex-offender (YO)** - Convicted of Possession with Intent to Supply Class A drugs, sentenced to 4 years. Previously sentenced for violent offences age 15. RB has been volunteering with the scheme since his release in Jan 2011. Youth Empowerment is supporting the rehabilitation and resettlement of RB from the date of his release. He is currently fully engaging in our training programme. Youth Empowerment Managers are in contact with and share information with his Probation Officer.

### **3.3 Training Undertaken**

- Child Protection - External
- Induction to Youth Empowerment
- Youth Empowerment Policies and Procedures
- Group Work Facilitation Skills
- Working with Young People
- Workplace Learning - incorporating:

1. Observing
2. Co-facilitating
3. Delivery

### 3.4 Quotes from Ex-offenders working on the scheme

"Working with Youth Empowerment has given me the opportunity to do something really positive with my past experiences. I have received training which has shown me the best way to get my message across. Child Protection training has also made me really aware of some of the issues we may face. It also makes me determined to never go back to my old ways - I have a purpose in my life" **LF - Female Facilitator**

"I take my work really seriously because I know first hand what the consequences of offending are. I didn't start thinking about my life and my choices until I was in a prison cell and I always ask the young people I work with to start thinking now. I used to think that no one would ever want to employ me - but Youth Empowerment has shown me that I can move on with my life and that I have something positive to offer." **SR - Female Facilitator**

"Youth Empowerment have offered me an exciting opportunity of voluntary work and training. I have moved areas to get away from my past life and really appreciate the support and mentoring they are giving me." **RB - Volunteer and Trainee Facilitator**

"Working with young people and a variety of different agencies has given me responsibilities and commitments I never dreamed of. The great thing about working with Youth Empowerment is that it re-enforces my own rehabilitation whilst helping others. For the first time in my life I believe in myself, work really hard and know that I never have to spend another day in prison. It is amazing to work with and alongside people who have previously had little confidence or belief in themselves - and then you see them grow and make really positive changes for themselves. **Graham Godden - Project Manager**

### **4. Summary**

The information recorded clearly shows that the Youth Empowerment Crime Diversion Scheme is making a difference and is meeting the needs of agencies in the South East Region.

The funding the scheme has received so far to deliver services directly has enabled

us to develop, expand and promote the service. Indeed all groups who have accessed the service have requested to make further bookings. This has also resulted in some groups paying for services, which supports the scheme in becoming more sustainable.

However, all the agencies that we work with have faced severe budget restraints due to recent cuts which has meant that the demand for our services has been even greater. We have on-going advanced booking figures a school term in advance.

#### **4.1 What has worked well?**

Feedback from services users is consistent in highlighting how well we engage some of the hardest to reach and disaffected groups of young people. This is based on identification and the training, experience and skills base of our facilitators. The sheer numbers of young people we work with enables us to constantly review and refine our working practices. We have learnt that different styles and techniques are needed for different groups and it is this insight and understanding which enables us to identify and deliver best working practices for the benefit of the young people we meet. We have also built a reputation of trust, reliability and professionalism with those we work with.

Partnership working has proved to be our most effective and productive tool in achieving best practice. Current examples of this are our partnership with Kent Police Safer Schools. We are able to identify clear areas of common ground where our individual working practices support and enhance existing common frameworks. For example, Kent Police are best placed to identify where there is a need, and we are best placed to deliver effective intervention. Partnership working where individual organisations can both come together to combine their strengths is proving to be the way forward. We have other examples of this with Sidlow Bridge PRU, NW Kent Alternative Education Consortium and SE Surrey Area Alternative Education Managers. Close working partnerships also enable us to better evaluate the effectiveness of our service and, in many cases, provides our service users with a greater understanding of the issues facing the young people they work with. In the coming year we aim to expand on this type of partnership working and are currently in talks with Berkshire Police and Sussex Police.

The commitment, integrity and hard work of our staff, volunteers and Trustees has also proved to be a major asset. Because we all passionately believe in the work we do we have been able to operate through some very difficult times – all staff and volunteers at one time or another have worked for reduced pay or no pay at all. We

have also proved our operational abilities by meeting the needs of every request we have received to date. Our pricing policy and fund-raising efforts have made it possible for us to negotiate compassionately to meet the needs of groups who have very limited or no financial capacity. We believe this upholds the ethos of the scheme - that the welfare of young people should be at the centre of everything we do and every decision we make. Also, the opportunities we have been able to offer ex-offenders has clearly impacted on re-offending rates, levels of self-esteem, self-worth and motivation towards sustained and productive rehabilitation. No ex-offender supported by the scheme has to date re-offended - and some of these have previously been identified as prolific and persistent offenders (PPO's). Our framework for supporting resettlement and rehabilitation is clearly proving to be effective.

It is the strategic aim of Youth Empowerment to offer accredited training to all ex-offender employees and also deliver accredited programmes to young people. A further initiative is to offer training to agencies to access Youth Empowerment Services. This will equip their workers with similar skills and expand and reinforce the impact of the work of the scheme. Our main long term aim is for more young people to be able to access our services and for the scheme to be able to offer employment and training opportunities to more ex-offenders.

**Fiona Medley**

**Graham Godden**

**Development Manager**

**Project Manager**