

**Birmingham Based
Police Youth Crime Officers
Independent Evaluation**

“what if. . .?”



**Birmingham Based
Police Youth Crime Officers
Independent Evaluation**

Report Commissioned by

West Midlands Police & Birmingham Youth Offending Service

Delivered by

Wider Impact Consultancy

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Contents

Sections	Description	Page
1.0	Executive Summary	1
1.1	Introduction	1
1.2	Methodology	1
1.3	Key Findings	1
1.4	The 'Offender Journey'	3
1.5	'Work in Hand'	3
1.6	The Costs of Youth Crime Officers	4
1.7	Options	4
1.8	Recommendations	4
1.9	Conclusions	7
2.0	Acknowledgements	9
3.0	Terms of Reference	11
3.1	Introduction	11
3.2	Overall Aims	11
3.3	Key Objectives	11
4.0	Methodology	14
4.1	Introduction	14
5.0	Introduction	16
5.1	Introduction	16
5.2	Functions of the Birmingham Youth Crime Officers	16
5.3	Research Objectives	17
5.4	Methodology	17

5.5	Summary	17
6.0	National, Regional, and Local Strategies, Policies and Initiatives	18
6.1	Introduction	18
6.2	Local Policing Guide for Early Interventions and Prevention of Crime and Anti-Social Behaviour (Management)	18
6.3	Key Objectives for Youth-Focussed Policing	19
6.4	ACPO Policy	19
6.5	Engaging with Children and Young People	20
6.6	Children and Young People as Victims and Witnesses	20
6.7	Children and Young People at Risk of Offending	20
6.8	Children and Young People Who Offend – Pre-Court Interventions	21
6.9	Children and Young People Who Offend – Serious & Persistent Offenders	22
6.10	Youth Crime Action Plan Handbook for Practitioners	23
6.11	Youth Justice Board	23
6.12	Home Office Prolific Priority Offenders Strategy	24
6.13	West Midland Police Children and Young Persons Strategy	24
6.14	West Midlands Police Community Resolutions Initiative	25
6.15	Local Strategic Partnership	25
6.16	Safer Birmingham Partnership	26
6.17	Summary of Findings	27
7.0	Birmingham Youth Offending Service	28
7.1	Introduction	28
7.2	Birmingham Youth Offending Service	28
7.3	Key Priorities 2009 /10	30
7.4	Performance	30
7.5	YOT Functions	30
7.6	Aims and Objectives of West Midland Police and Birmingham YOS Partnership	32
7.7	Financial Management Arrangements	33
7.8	Police Costs (Actual)	33

8.0	Youth Crime Officers	35
8.1	Introduction	35
8.2	Management and Support	35
8.3	YCO Roles and Functions	36
8.4	Training	37
8.5	YCO Police Experience	38
8.6	YCO 'Good Practice'	38
8.7	YCO Interventions	39
8.8	Understanding of the Roles / Regards for the YCO within the YOTs	40
8.9	Understanding of the Roles / Regards for the YCO outside the YOTs	45
8.10	Case Studies Young People / Parents	46
8.11	Summary of Findings	48
9.0	Quantitative Findings	50
9.1	Introduction	50
9.2	Final Warnings Issued by the YCOs / Re-Offending Rates	50
9.3	YCO Contacts / Communications	52
9.4	Comparative Costs of Issuing Final Warnings	54
9.5	Youth Disposals	56
9.6	Offences Committed by Young People in the Birmingham Area	57
9.7	Summary of Findings	57
10.0	External Research	59
10.1	Introduction	59
10.2	Dudley YOS / West Midland Police	59
10.3	Stoke on Trent and Staffordshire YOS	61
10.4	Southwark YOS / Metropolitan Police	63
10.5	Walsall YOS / West Midlands Police	64
10.6	Summary of Findings	65

11.0	Summary of Research Findings	67
11.1	Introduction	67
11.2	The Way Forward – Government Lead	67
11.3	The Role of YCOs within the Criminal Justice System	68
11.4	The Cost of YCOs	68
11.5	Role and Functions of the Birmingham YCOs	68
11.6	Opportunities for Partnership Working	69
11.7	The ‘Offender Journey’	70
11.8	Risk Management	71
11.9	The Way Forward	72
11.10	The Location and Number of YCOs	72
11.11	In Summary	74
12.0	Recommendations	75
12.1	Introduction	75
13.0	Conclusions	78
13.1	Introduction	78
13.2	Key Findings	78
13.3	Recommendations	79
13.4	In Conclusion	80

Appendices

- Appendix A** Current Job Description Birmingham YCOs
- Appendix B** Offending 2008 / 09 Comparisons with Other Services
- Appendix C** Training Undertaken by YCOs at Birmingham YOS
- Appendix D** Birmingham YOS / YCO Interventions
- Appendix E** Case Studies
- Appendix F** Graphs
- Appendix G** Revised Draft YCO Job Description / Person Specification

1.0 Executive Summary

1.1 Introduction

Wider Impact Consultancy has been delighted to accept this commission, the overall aim of the work being to carry out an independent evaluation of the effectiveness of the Birmingham **Youth Crime Officers** (YCOs) in relation to their prime objective of reducing youth offending by enforcement and intervention measures. Details of key objectives are highlighted at **Section 3**.

1.2 Methodology

Our research has been undertaken in three distinct phases:

1. Desk research.
2. Field research.
3. Presentation of our final report.

Desk research has included accessing and assessing key youth related national, regional, sub-regional and local policies and strategies.

Field research has been extensive and has included site visits / meetings / observational studies, one to one meetings, group meetings and site visits / meeting key staff / researching 'best practice' in other areas of the Country.

1.3 Key Findings

The Youth Offending Service (YOS) was established by the **1998 Crime and Disorder Act**, which requires each Chief Executive of a local authority to establish a local statutory multi-agency partnership involving (within Birmingham) the National Probation Service – West Midlands, West Midlands Police and Birmingham Primary Care Trusts.

Based on national, regional, sub-regional and local policy and strategies, we have no doubts that the Birmingham based YCOs have a key role to play in the achievement of youth related national, regional, sub-regional and local aims and objectives.

The Birmingham YCOs are extremely professional in their approach to their work, and are, on the whole, well regarded and appreciated within the multi-agency YOT offices. They provide a valuable and essential '**police presence**', which is clearly best delivered by their working **within** YOT offices and in **close partnership** with fellow YOT staff members and other key multi-agency members.

Their primary role has been focussed on delivering Final Warnings and associated record keeping / carrying out and arranging appropriate interventions and information sharing; including gathering intelligence on behalf of West Midlands Police. Other tasks carried out by the Birmingham YCOs include specific interventions for young people subject to Reprimands and Community Resolutions; officers designing and implementing group and individual intervention programmes; for example in response to new Government guidance on dealing with knife crime.

It is apparent however, that the YCO Job Description (**Appendix A**), which outlines other 'key main duties and responsibilities' is not being fully utilised. There is a lack of consistency across the YOS in the implementation and emphasis on such tasks, which requires attention.

During our research, it has become apparent that, on the whole, operation police officers have limited knowledge of the roles of the YCOs within the YOTs and how they could enhance their front line roles of preventing and detecting crime. As will be highlighted, increased emphasis of 'partnerships', as a result of **Programme Paragon**, and the subsequent force restructure along with our recommendations, should lead to increased awareness of and engagement with the YCOs.

It has been an observation, that on the whole within the Birmingham area, there is excellent and innovative work going on within local YOTs **and** at operational (LPU) policing levels to deliver common objectives, which include preventing and reducing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System. In relation to the role of the YCOs, we have noted a useful analogy, of there being a number of locally based LPU and YCO '**beehives**', containing valuable resources and sources of information and intelligence; with each working independently, without much input from the YCOs.

It is the view of many we have spoken to that the ideal situation would be for the Birmingham based YCOs to be playing a significant role in 'connecting' the 'beehives' together in terms of youth related police / YOT / multi-agency intelligence coordination, information sharing and innovative partnership working.

1.4 The 'Offender Journey'

We feel that the diagram (*The Offender Journey*), highlighted at **Section 11.7** provides a useful overview of how the role and functions of the Birmingham based YCOs could be enhanced to provide 'value for money' and support West Midlands Police and the Birmingham YOS achieve key youth based objectives. For example, understanding that young people choose to enter the 'Offender Journey' at different points and different times in their lives, our research has indicated that '*it is **never too early** for key agencies such as the YOS and the Police to intervene in this process*'.

Across the Birmingham area YOS staff record all assessments and interventions on the Service Case Management System 'RAISE', which enables timely reporting to the Youth Justice Board and the Birmingham YOS Management Board. We have however, noted that in the Birmingham area, in respect of pre-court work, apart from interventions carried out by the YCOs at the Final Warning stage of the 'Offender Journey', early, structured and 'recorded' (in line with the Asset system) assessments and interventions can be **fragmented, informal, and not fully 'recorded'**.

For example, at the time of our research, in the case of **Community Resolutions**, structured and 'recorded' [within the YOS system] interventions are generally a rare occurrence. Based on our findings, we feel these, and other opportunities for structured and recorded early interventions are '**opportunities missed**' by the YOS and West Midlands Police. It is therefore our view that the role and functions of the YCOs could be appropriately enhanced to '*fill this gap*'.

We also concur with feedback from within the YOS and police that there should be a strengthening of the YCO role, to further improve the **risk management** of those assessed as most at risk of causing serious harm and most at risk of re-offending or becoming the prolific and priority offenders in the future.

1.5 'Work in Hand'

As highlighted at **Section 9.7**, '*there is still lots to do*' in relation to youth crime and anti-social behaviour in the Birmingham area. Crimes linked to key issues such as drugs, public order / anti-social behaviour, robbery, theft and **violence** remain significantly high, and there seems little doubt that the numbers of young people being charged and PPOs remain issues to be managed within the YOS as a whole.

1.6 The Cost of Youth Crime Officers

The Birmingham based YCOs are an expensive resource. As highlighted at **Section 7.8**, excluding training costs, and taking into account costs that include officer salaries, supervision and the OCU budget, we *estimate* the **actual** annual West Midlands Police contribution to the Birmingham YOS to be in the region of **£520,464**.

1.7 Options

As highlighted at **Section 9**, there is no doubt that the Final Warning workloads of the YCOs have fallen. In a '*business sense*', four options are open to enable the YCOs to deliver '*value for money*':

1. Do nothing.
2. Reduce 'overheads' – e.g. the number of YCOs within the YOS /YOTs.
3. Broaden the roles and functions of the YCOs within the YOTs / YOS, with aims that include:
 - a) Building on the role of YCOs in supporting initiatives such as tackling knife crime, and additional / piloted work being carried out respect of the officers involvement in interventions linked to Reprimands and Community Resolutions, and strengthening of the YCO role, to further improve risk management.
 - b) Achieving the objectives of West Midlands Police and the Birmingham YOS – e.g. reducing and preventing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System.
4. A variation of 2 and 3

1.8 Recommendations

Based on our research, we are pleased to make the following recommendations concerning the role and functions of the **Birmingham based YCOs**:

1. It is our view that YCOs have a key and integral role to play **within** YOT offices, which **we recommend** should continue, with continued encouragement for the officers to work in **close partnership** with fellow YOT staff members and other key multi-agency members.
2. Based on available research, careful consideration needs to be given to the number of YCOs deployed in the Birmingham area. We do note that the YCOs provide essential cover for each other within each of the five YOT offices. Clearly the YCOs could provide 'cross border' cover for

each other as required. We note that the number of police 'areas' to be served by the YCOs / YOS in the Birmingham areas have been reduced from nine to four as a result of **Programme Paragon**. In the long-term, this could of course be an ideal opportunity to reduce the number of YOT offices (from five to four) in the Birmingham area, and enable a subsequent reduction of two YCOs. In the short term, as highlighted at **Section 9.7**, *'there is still lots to do'* in relation to youth crime and anti-social behaviour in the Birmingham area, and we are concerned that an immediate significant reduction in the number of YCOs could play a significant role in stalling excellent progress made in reducing youth related crime and disposals in the area. With this in mind, we **recommend** that:

- The roles and responsibilities of the YCOs based within the East and Central YOT offices are **merged**.
 - The number of YCOs based within the two YOT offices are **reduced from four to three** (for a pilot period of 12 months).
 - Any decision to further reduce the numbers of YCOs in the Birmingham area is delayed for at least 12 months, and until the outcomes of **Recommendation 3** are independently evaluated (see **Recommendation 9**).
3. It is essential that the YCOs are supported to **'raise their game'** in relation to their roles and responsibilities, both within the YOTs and in relation to how they support operational policing and multi-agency partnership working. In addition to their current role including delivering YOT based Final Warnings, and associated record keeping / carrying out and arranging appropriate interventions, we **recommend** that opportunities are taken for the officers to broaden their roles and responsibilities to become directly involved in:
- Extending YOT / LPU / multi-agency youth related intelligence gathering and sharing.
 - **Early** youth interventions – 'capturing' young people as soon as they enter the '*Offender Journey*' (see **Figure 4**).
 - There should be a strengthening of the YCO role to further improve the **risk management** of those assessed as most at risk of causing serious harm and most at risk of re-offending or becoming the prolific and priority offenders in the future in the following ways:
 - YCOs to attend Level 1 Risk Panels where appropriate, and to ensure good liaison with local officers in the LPU.
 - YCOs to have good working knowledge of those young people referred to the multi agency risk meetings and to enhance communication with LPU officers, including on enforcement or support issues, whilst also being available to undertake tasks, such as joint home visits.

- Increased Victim support / restorative justice.
- In partnership with the YOT and LPU, supporting the delivery of innovative multi-agency, partnership working aimed at:
 - Preventing and reducing youth crime and anti-social behaviour.
 - Improving engagement of local communities and public confidence in the Criminal Justice System.

In the interests of sharing 'good practice, we **recommend** that there is value in liaising with Youth Offending Services and police officers based in areas such as **Stoke on Trent and Staffordshire** and **Dudley** (see **Section 10**), when opportunity can be taken for all areas to share 'good practice' in areas such as early interventions (Stoke on Trent and Staffordshire), links with YOTs / LPUs (Dudley) and knife crime initiatives (Birmingham).

4. In relation to youth interventions, we **recommend** that the YCOs play a supporting and coordinating role, which should involve:
 - **Supporting** early community based and YOT based youth interventions – e.g. establishing / maintaining a 'Toolbox of Interventions', aimed at supporting **all** interventions, from, for example anti-social behaviour, Community Resolutions, to Final Warnings (see **Figure 4**, The '*Offender Journey*'). To deliver appropriate training aimed at YCOs, other YOT staff, School Based / Community based officers and local patrol staff.
 - **Coordinating** all Birmingham wide youth interventions – e.g. maintaining YOT based records of all interventions (including Community Resolutions) and agreeing with local police officers, such as local police patrol staff, School Based Officers, Young Persons Officers, who is best placed to deliver the appropriate intervention and how / where the intervention should be delivered.
5. We **recommend** that the Job Description of the YCOs is updated to reflect their recommended roles and responsibilities. We also recommend that the Job Description includes a **Person Specification** for the post that reflects what will be a challenging and demanding post. We are pleased to attach a suggested / draft Job Description / Person Specification attached at **Appendix G**. As will be noted within the Person Specification, the YCOs will **need to be flexible regarding hours worked**, which are likely to move away from traditional 9am to 5pm hours of working and are likely to include weekend working, to ensure appropriate support to operational officers and access to increasing numbers young people.

6. Subject to the Job Description / Person Specification being approved, we **recommend** that its contents are circulated to appropriate staff, to ensure a multi-agency understanding of the 'updated' roles and responsibilities of the YCOs.
7. Whilst the current management of the YCOs is clearly working in relation to professional development and day to day supervision, opportunities are being missed to integrate the officers into day to day '**operational policing**'. We therefore **recommend** that direct police line management be 'handed over' to appropriate supervisors within the recently established LPUs. We do however recommend that their current police line manager (Sergeant Dobrovic, Safer Birmingham Partnership) retains a more 'hands off', strategic responsibility for the YCO role, which we feel should include ensuring that the revised role and functions 'model' of the Birmingham YCOs is maintained and enabling the on-going and innovative delivery of coordinated, strategic, multi-agency partnership working and the development and delivery of related 'good practice' across the Birmingham area.
8. We **recommend** that steps are taken to enable earlier 'hand over' of young people being case managed by the YCOs. For example, it would be ideal if clients could be referred to Youth Services, and / or approved mentors.
9. Subject to the adoption of the above recommendations, we **recommend** that the effectiveness of the YCOs is independently re-evaluated in **12 months** time, with objectives, that include researching '*value for money*' and the role the YCOs have played in the delivery of key West Midlands Police and Birmingham YOS aims and objectives.

1.9 Conclusions

It is our view that the immediate option is for the commissioners to significantly broaden and in some cases re-align the roles and functions of the YCOs within the YOTs / YOS, with aims that include achieving the objectives of West Midlands Police and the Birmingham YOS – e.g. reducing and preventing youth crime and anti-social behaviour and improving public confidence in the Criminal Justice System (**Option 3**).

This will however not be an easy option for the YCOs, the Birmingham YOS and West Midlands Police, as it will involve:

- The YOS as a service taking on 'responsibility' for administering **all** early youth based interventions, from poor behaviour to Final Warnings (to be 'front-end' administered by the YCOs).
- Increases in workloads and responsibilities for the YCOs, which could potentially challenge any one of the officers.

- A requirement by YOT Managers to place increased levels of trust and responsibilities onto the YCOs.
- A likelihood of a requirement to provide additional training and support to a number of the YCOs.
- A risk that the YCOs will not receive such high quality supervision and opportunities for personal development, currently provided by their Sergeant based within the Safer Birmingham Partnership.
- A risk that the current 'productive working relationship' between the police / YCOs and the YOS, enabled by the Sergeant based within the Safer Birmingham Partnership is compromised.

We therefore, make a final **recommendation** that the immediate and on-going development of the roles of the YCOs is monitored at **senior levels** within West Midlands Police and the Birmingham Youth Offending Service and the situation of the YCOs being '*One of West Midland Police's best kept secrets*' is avoided in the future.

In conclusion we would like to thank all those who have made such positive contributions to this report, who include **Sergeant Tom Dobrovic**, Safer Birmingham Partnership, **Dawn Roberts**, Birmingham Youth Offending Service, the Birmingham based Youth Crime Officers, West Midlands Police Officers, Youth Offending Service / Youth Offending Team members, representatives of key partner agencies, key staff based at YOS offices based at Dudley Youth Offending Service, Southwark (London) Youth Offending Service / Metropolitan Police, Stoke on Trent & Staffordshire Youth Offending Service, Walsall Youth Offending Service; and most significantly those young people and their parents, who the YCOs are privileged to support.

2.0 Acknowledgements

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Birmingham YOS Young 'Clients', parents / carers

West Midland Police

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- PC Julie Coates
- Sgt Tom Dobrovic
- Insp Chris Downen
- PC Janice Grant
- PC Alison Geddes
- PC Nuala Glover
- PC Steve Guest
- Insp Simon Guilfoyle
- Insp Neil Hobson
- Det Insp Richard Jones
- Ch Supt Phil Kay
- PC Liam Keeting
- Ch Supt Gareth Morgan
- Inspector Ian Redfern
- PC Caroline Reilly
- PC Mark Richardson
- Insp John Scobie
- PC Trevor Varley
- PC Mark Welch
- PC Paul Withey

Birmingham Youth Offending Service

- Andrew Blyth
- Trevor Brown
- Jo Carnegie
- Amanda Drayton
- Tracey Johnson
- Dawn Roberts
- Jane Oler
- Patricia Okunnu
- Eileen Smith
- Harjinder Lall
- Annett Lobban
- Patricia Mutombo

Key staff based at:

- Dudley Youth Offending Service
- Southwark (London) Youth Offending Service / Metropolitan Police
- Stoke on Trent & Staffordshire Youth Offending Service
- Walsall Youth Offending Service

Contributions have included data, information, time and most importantly honest feedback on the impact and role of the Birmingham Youth Crime Officers.

3.0 Terms of Reference

3.1 Introduction

The terms of reference of this independent evaluation, which has been commissioned by West Midlands Police and the Birmingham Youth Offending Service are outlined as follows:

3.2 Overall Aim

The overall aim of the work is to carry out an independent evaluation of the effectiveness of the Birmingham **Youth Crime Officers** (YCOs) in relation to their prime objective of reducing youth offending by enforcement and intervention measures. The final report will provide recommendations on the 'way forward' for the YCOs, with particular reference to ensuring innovative and best use of valuable resources and ensuring a clear demonstration of 'value for money', supporting the outcomes of the Youth Offending Service and West Midlands Police.

3.3 Key Objectives

1. To establish / measure the role, successes and challenges of the YCOs (individually and as a team) in reducing **youth offending** utilising interventions.
2. Gain an in-depth understanding of the day to day activities of the YCOs as individuals and as a team, with particular reference to key activities such as:
 - a. Supervision / Support / Guidance.
 - b. Partnership Working – internal and external to the YOS / YOTs and West Midlands Police.
 - c. Engagement with Key Stakeholders (e.g. Youth Service and Education).
 - d. Engagement with Young People / Offenders / Family Members / Carers.
 - e. Engagement with Victims / Family Members / Carers.
 - f. Data Use / Intelligence Usage / Collection / Collation / Dissemination.
 - g. Information Sharing.
 - h. Report Writing.
 - i. Restorative Justice / Aspects of Trust and Confidence Affecting Fear of Crime.
 - j. Engagement with PPOs.

3. Liaise closely with the YCOs and local partner agency members, to gain an in-depth understanding of 'best practice', 'what works'; barriers; innovative working and opportunities to positively enhance and develop their role.
4. Gain an understanding of the experiences and wider impacts the YCOs have had on young offenders, victims; and parents, carers of young offenders and victims; exploring the effectiveness of the role amongst police colleagues.
5. Gain an understanding of the role the YCOs have had in supporting the aims and objectives of stakeholders / partner agency members such as police school based / Link Officers, wider police multi-disciplinary teams, Youth Offending Teams / Managers.
6. Explore how the roles and responsibilities of the YCOs may be enhanced to support over-arching reducing youth offending outcomes; linked to the strategic and 'day to day' aims and objectives of key agencies such as West Midlands Police, Youth Offending Service, Local Strategic Partnership (Local Area Agreements), Safer Birmingham Partnership.
7. Gain an understanding of the expectations and opportunities for enhancement of partnership working / linkage of stakeholders such as police school based / Link Officers, Police (multi-disciplinary) Senior Leadership Teams (SLT), Youth Offending Service SMT, Youth Offending Team Managers.
8. Gain an understanding of the role the YCOs may have in supporting future / anticipated strategic aims, objectives and challenges faced by key stakeholders such as West Midlands Police and the Youth Offending Service.
9. Undertake a national review of 'best practice', linked to the current and potential role and responsibilities of YCOs.
10. Identify gaps in the current roles / responsibilities / job description / person specification / support systems / geographic limitations / deployments / networking / communication systems / police / public awareness that may be inhibiting the potential of the YCOs.
11. Make recommendations on how the role and responsibilities of the YCOs may be enhanced / updated to ensure innovative and best use of valuable resources.

12. Identify evidence of 'value for money' of the roles of the YCOs, and how action taken at 11 may provide further opportunities to deliver and demonstrate measurable 'value for money' outcomes.

4.0 Methodology

4.1 Introduction

The brief has been delivered in three sections:

1. **Desktop** (Secondary) researching, accessing:

- Reports / strategies

National

- *Local policing guide for early interventions and prevention of youth crime and anti-social behaviour – Managers*, National Policing Improvement Agency, 2010.
- *Safe and Confident Neighbourhoods Strategy*, 2010.
- *Local policing guide for early interventions and prevention of youth crime and anti-social behaviour – Practitioners*, National Policing Improvement Agency, 2010.
- *It's Never Too Early ... It's Never Too Late – The ACPO Strategy for Children and Young People*, ACPO, 2008.
- *Youth Crime Action Plan – Handbook for Practitioners*, HM Government, 2008.
- *Prolific and Priority Offenders Strategy*, Home Office, 2004.
- *Every Child Matters*, HM Government, 2003.

Regional

- *Children and Young Person's Strategy*, West Midlands Police, 2009.
- *Doing the right thing – the effective use of community resolutions*, West Midlands Police, 2009.

Sub-Regional

- *Birmingham Local Area Agreement (LAA), Working Together for a Better Birmingham*, 2008 – 2011.
- *Changing Futures, Birmingham's strategy for addressing crime and anti-social behaviour committed by young people. 2010 and beyond*, (Draft) Safer Birmingham Partnership, 2010.
- *Birmingham Youth Offending Services Partnership Agreement with West Midlands Police* (Draft), 2010.
- *Birmingham Youth Offending Service Profile* (Draft) 2010
- Data and information kindly supplied by West Midlands Police and Birmingham Youth Offending Service.

- Data and information kindly supplied by police officers and Youth Offending Service staff based at Dudley, Southwark, Stoke on Trent and Staffordshire and Walsall.
 - Best practice – linked to the role of Youth Crime Officers and youth based early interventions.
- 2. Field (Primary) research, including:**
- Site visits / meetings / observational studies at each of the Birmingham based Youth Offending Team offices (North, South, East, West and Central).
 - One to one meetings with each of the Birmingham based Youth Crime Officers (YCOs).
 - One to one meetings with each of the Birmingham based Youth Offending Team Managers.
 - One to one / group meetings with Youth Offending Team staff based at the Birmingham based Youth Offending Team offices.
 - One to one meetings with the YCOs line manager (Sgt Dobrovic).
 - Group meetings with Sgt Dobrovic and Insp Kevin Borg (Safer Birmingham Partnership).
 - One to one meetings with the Head of the Birmingham Youth Offending Services (Dawn Roberts) and a group meeting with the Assistant Heads of Service.
 - One to one meetings with key West Midlands Police officers.
 - One to one / case study meeting with young people (and parents) who have been subject to final warnings / reprimands.
 - Site visits / meeting key staff / researching 'best practice' at:
 - Dudley Youth Offending Service
 - Southwark (London) Youth Offending Service
 - Stoke on Trent & Staffordshire Youth Offending Service
 - Walsall Youth Offending Service
- 3. Submission of this final report drawing together the findings of the above two sections.**

5.0 Introduction

5.1 Introduction

As outlined within **Section 3**, the overall aim of this commission is to carry out an independent evaluation of the effectiveness of the West Midlands Police / Birmingham **Youth Crime Officers** (YCOs) in relation to their prime objective of reducing youth offending by enforcement and intervention measures.

As will be outlined in this report, the YCOs are West Midlands Police Constables who are seconded to the Birmingham Youth Offending Service (YOS), as part of the legal requirements of the 1998 **Crime & Disorder Act**, which requires each Chief Executive of a local authority to establish a local statutory multi-agency partnership.

Our 'base line' is the existing Job Description of the YCOs (last reviewed 2004), drawn up by West Midlands Police in partnership with the Head of YOTs in the Region, which is replicated at **Appendix A**. We are not aware of a Person Specification for the role. As outlined within the Job Description, the 'job purpose' of the YCOs is, '*As a member of the Youth Offending Team (YOT), fulfil the Police function, with the aim of reducing youth crime via enforcement and intervention measures. The Youth Crime Officer will provide a central intelligence function between the Community Safety Bureau and the YOT*'.

5.2 Functions of the Birmingham Youth Crime Officers

A current key function of the YCOs within the Birmingham YOTs is to prioritise the deliver **Final Warnings** to young offenders, which until recent introduction of the West Midlands Police **Community Resolutions** initiative, appeared to keep the officers occupied and justify their role within the YOT. As **Table 1** highlights, since the introduction of *Community Resolutions*, there has been a significant **31.3%** reduction in the total number of Final Warnings issued by the YCOs in the Birmingham area.

Table 1 Final Warnings issues by Birmingham YCOs 2008 - 2009

	2008	2009
Final Warnings	883	571

Source: Birmingham YCOs, 2010

5.3 Research Objectives

During a period of economic ‘belt tightening’, it is clear that based on the above *apparent* reduction of workload of the YCOs, there appears to be a justifiable case to review the numbers of YCOs based within the Birmingham YOTs; which is one ‘driver’ in commissioning this independent evaluation. Further ‘drivers’ are West Midlands Police ‘**Programme Paragon**’ (*aimed at shaping the organisation for the future and linked to key drivers for change*), and a recent Home Office / Youth Justice Board letter dated 18 March 2010, addressed to YOS, titled, ‘*Role of YOT based Police Officers*’.

Whilst quantitative data is of course important, it is our view that due note is also taken of **qualitative** information. Linked to the research brief (see **Section 3.0**), we have taken due note of available evidence, which has included quantitative outputs and qualitative outcomes and the known and potential, ‘*wider impacts*’ of the current and proposed future role of the YCO’s.

5.4 Methodology

As will be noted, we are presenting ‘quantitative’ statistical data that relate to the workloads of the YCOs. We will also be presenting significant statistical evidence, linked ‘outcomes’, such as youth recidivism. We will also be presenting ‘qualitative’ evidence obtained during field research, which has included visits / observational studies at each Birmingham YOT office, one to one meetings with the Birmingham YCOs, other West Midlands Police officers, key YOT staff, partner agency members, and most significantly, ‘clients’ and their parents / victims.

We have also carried out external research, which has included visiting and one to one meetings with key staff at YOTs based in the West Midlands Police area, London and Staffordshire. We feel that this has been important, because it has provided a wider perspective of the current and most significantly, the potential role of YCOs within the Birmingham YOTs, and a useful opportunity to note ‘best practice’ and ‘lessons to be learnt’.

5.5 Summary

Our aim is that this report will provide an ‘independent’ insight of the current role of the Birmingham based YCOs and most significantly recommendations on the ‘way forward’ for the YCOs, with particular reference to ensuring **innovative** and **best use** of valuable resources and ensuring a clear demonstration of ‘**value for money**’, supporting the outcomes of the Youth Offending Service (YOS) and West Midlands Police.

6.0 National, Regional and Local Strategies, Policies and Initiatives

6.1 Introduction

The Youth Offending Service (YOS) was established by the 1998 Crime and Disorder Act, which requires each Chief Executive of a local authority to establish a local statutory multi-agency partnership involving (within Birmingham) the National Probation Service – West Midlands, West Midlands Police and Birmingham Primary Care Trusts.

The principle aim of the YOS is to prevent offending and re-offending. Staff are seconded into the YOS from the Statutory Partners, with additional pooled funding for management and infrastructure. The Head of YOS reports to a multi-agency YOS Management Board, which has senior representatives of this partnership, and provides strategic direction and support to the Head of YOS, to ensure the delivery of effective youth justice services.

6.2 Local Policing Guide for Early Intervention and Prevention of Crime and Anti-Social Behaviour (Management)

As the *Local Policing Guide for Early Intervention and Prevention of Crime and Anti-Social Behaviour (Management)*, NPIA 2010, highlights, across England and Wales police forces are changing the way they provide policing services to ensure they become more focused on the needs of all citizens. There is now only one central Government target for police forces, to **improve public confidence** that the police and local authorities are dealing with anti-social behaviour (ASB) and crime issues that matter locally.

As the guide points out, '*Neighbourhood Policing Teams are at the forefront of police contact with children, young people and their families – the way they interact with young people in their area can have a key impact on improving community relations, helping reduce crime in local areas and improve confidence in the police*'. Taking a preventative approach to tackling youth crime and ASB is at the heart of neighbourhood policing, and is part of the general principles of neighbourhoods, which run through the Guide:

- **Access** - to policing or community safety services through a named point of contact.
- **Influence** - over community safety priorities in their neighbourhood.
- **Interventions** – joint action with communities and partners to solve problems.
- **Answers** – sustainable solutions to problems and feedback on results.

6.3 Key Objectives for Youth-Focussed Policing

The *Local Policing Guide for Early Intervention and Prevention of Crime and Anti-Social Behaviour* highlights a number of key objectives for youth focused policing:

- To **improve the safety of children, young people and the community** through the **early identification of risk**, coupled with the ability to provide a proportionate and effective **intervention** to reduce that risk.
- To improve **partnership working** to be achieved by the police playing a part in working with other agencies to improve the effectiveness of the response to children and young people, while reducing cost through improved working practices.
- To **reduce crime and disorder (and the perception of disorder) involving young people** through an intelligence-led problem solving approach. In this way, early identification of the problem is made, together with the ability to provide an **effective intervention**.
This response should be proportionate to the threat, making full and appropriate use of police and partnership powers.
- To improve the satisfaction and confidence of children and young people with the Police Service. This is delivered through enhancing the quality of contact, working alongside young people, and understanding how policing interventions can impact upon future opportunities.

6.4 Association of Chief Police Officers (ACPO) Policy

ACPO policy relating to young people is presented in the document, *It's Never Too Early ... It's Never Too Late – The ACPO Strategy for Children and Young People*, ACPO, 2008. The strategy overarches four identified themes of police business that directly involve or impact upon children and young people:

1. **Engaging with children and young people**
2. **Children and young people as victims and witnesses**
3. **Children and young people at risk of offending**
4. **Children and young people who offend – delivering effective youth justice AND – serious and persistent young offenders**

The strategy also recognises six key cross-cutting agendas that impact on all four themes:

1. Human Resource Development
2. Every Child Matters
3. Safer School Partnerships

4. Neighbourhood Policing Youth Toolkit
5. Youth Justice Board
6. Communications

6.5 Engaging with Children and Young People

The strategy recognises the value of listening to children and young people and building constructive dialogue together with them to inform better policing outcomes at the neighbourhood level.

Aim: To build positive and sustainable relationships between all children and young people and the police.

6.6 Children and Young People as Victims and Witnesses

The strategy recognises that the highest proportion of victims of all crime and anti-social behaviour are children and young people and, because of their age and maturity, should always be considered as vulnerable.

Aim: To provide young people, their parents and carers with appropriate education and information to help safeguard them from crime and anti-social behaviour, to help them cope with the effects should they experience crime or anti-social behaviour and to feel confident about reporting any crime or disorder they may experience.

6.7 Children and Young people at Risk of Offending

The strategy recognises that some children and young people, for reasons beyond their control, are more likely to become involved in anti-social behaviour and criminality than others.

Aim: To take a lead in identifying and diverting those children and young people at greatest risk of becoming involved in anti-social behaviour or criminality, before they enter the criminal justice system and before they are socially excluded.

Objectives:

- To develop a national standard approach that enables the police and local partners:
 - To identify at the **earliest opportunity**, those children and young people who are at the highest risk of becoming involved in crime and/or anti-social behaviour.
 - To confidently share personal information wherever appropriate, with respect for confidentiality and in accordance with legislative requirements.

- To agree multi-agency action plans tailored to the individual needs of children and young people at the highest risk
- To deliver appropriate support and **intervention** that will reduce that risk and change their behaviour as necessary.
- To monitor progress against the action plan.
- To work with all partners, families and communities to raise awareness of risk and protective factors, so that risk factors within all communities can be easily identified and jointly reduced whilst protective factors can be identified and jointly enhanced.

6.8 Children and Young People Who Offend – Pre-Court Interventions

The strategy recognises the need for swift resolution of anti-social and criminal behaviour by children and young people and the need to tailor the level of any intervention to the risk of re-offending and the personal risks associated with the young offender.

Aims:

- To deal quickly and effectively with children and young people who offend
- To have consistent and effective processes and systems across all police forces.
- To ensure policing responses are appropriate and graduated towards those young offenders who are at greatest risk of further anti-social behaviour and criminality.

Objectives:

- To ensure police forces understand their legal responsibilities within the youth justice system and in support of YOTs.
- To ensure forces meet nationally agreed standards for arrest to sentence.
- With relevant partners to regularly update and maintain the ACPO Gravity Factor Matrix to ensure it provides a current and consistent decision making framework.
- To ensure adequate training or guidance is available for relevant staff in the use of the revised ACPO Gravity Factor Matrix, Restorative Justice, Final Warning Scheme, Fixed Penalty Notices, Penalty Notices for Disorder and other pre-court disposals in accordance with legislation and current national guidance.
- With the YJB to produce an appropriate, **graduated approach to support and intervention for young offenders** to ensure high-risk young early offenders get appropriately high-levels of intervention at the out-set.
- To promote national information sharing guidance through the development of local data sharing

arrangements between partners that ensure confidence, confidentiality and integrity amongst staff to reduce crime and disorder involving young people and promote their well-being and welfare.

- **To fully participate in the work of YOTs** and other nationwide schemes such as Youth Inclusion and Support Programmes (YISP) Positive Activities for Young People (PAYP) and Targeted Youth Support Teams (TYST) to divert children and young people away from criminality.
- Working with partners to ensure appropriate responses and resources are in place, for pre-court disposals, to meet the identified needs of individual offenders and victims, and provide positive opportunities for rehabilitation in the community.

6.9 Children and Young People Who Offend – Serious and Persistent Young Offenders

The strategy recognises that a disproportionate amount of crime is committed by a small number of young offenders who require more intensive and focused support and intervention to help prevent them from re-offending.

Aims

- To target prolific and other priority young offenders, including serious, persistent (PYOs) and 'spree' young offenders by intelligence-led policing, multi-agency partnerships and neighbourhood action.
- To prevent and deter other young offenders in the youth justice system from becoming prolific or persistent offenders.

Objectives:

- To work with Criminal Justice Boards to identify and tackle prolific and priority young offenders individually, including efficient information sharing between key agencies, joint action plans and shared delivery of appropriate services.
- To create within the National Intelligence Model approach a similarly specific local focus for tackling serious offenders and PYOs, including issues of gangs, guns, knives and other serious public and community concerns as they arise.
- To develop indicators by which performance related to young offenders can be rigorously monitored at the local level and recognise good practice.
- Work with CPS Courts and YOTs to develop efficient processes for dealing with PYOs to ensure the time from arrest to sentence meets Government standards.
- **To fully participate in the work of the YOTs** and other nationwide schemes such as the Intensive Supervision and Surveillance Programme (ISSP).

- **Working with partners to ensure appropriate responses are in place, at each stage of the youth justice process**, to meet the identified needs of each individual young offender, prolific and priority, serious or “spree” offender and PYO, to **break their cycle of offending behaviour** and provide positive opportunities for rehabilitation in the community for them and their victims.

6.10 Youth Crime Action Plan Handbook for Practitioners

The Youth Crime Action Plan Handbook for Practitioners, HM Government, 2010, The Youth Crime Action Plan (YCAP) is designed to tackle youth crime using three complementary strategies:

- **Prevention**
- **Non-negotiable support**
- **Tough enforcement**

The Plan aims to ensure that young people and their families get the support they need as early as possible, so they can get back, and stay, on track. It aims to guard against re-offending by ensuring that young people who do break the law are held to account for what they do, while giving the public adequate protection from the harm caused by crime. There are a number of commitments and interventions in the Plan to address different aspects of youth crime. Seven of these measures are being delivered as part of an intensive package in priority areas, together with support from victims:

- Operation Stay Safe.
- Street based teams, comprising of Youth Workers and Police Officers.
- Increased reparation activity.
- YOT Workers in custody suites (Triage model).
- After school patrols.
- Supporting young victims.
- Family intervention projects
- Think Family reforms.

6.11 Youth Justice Board (YJB)

We make reference to the document, ‘*Youth Justice: The Scaled Approach*’ A framework for assessment and **interventions**, YJB, 2009. As outlined in the document, the Scaled Approach aims to ensure that **interventions** are tailored to the individual and based on an assessment of their risks and needs. The intended outcomes are to reduce the likelihood of re-offending for each young person by:

- Tailoring the intensity of intervention to the assessment.
- More effectively managing risk of serious harm to others.

As the document outlines, the Scaled Approach is underpinned by **good quality assessment**, which should form the basis of all subsequent interventions with young people who have offended. Determining the appropriate level of YOT intervention is primarily based on two factors:

- Likelihood of re-offending.
- Risk of serious harm.

6.12 Home Office Prolific and Priority Offender Strategy

Launched in 2004, the Prolific and Priority Offender (PPO) Strategy recommends the creation of a multi-agency approach to the management of the top .5% of offenders who are responsible for 10% of all crimes committed. The strategy consists of three complementary strands which are designed to tackle both prolific offending and its root causes. The strands consist of:

- **Prevent and Deter** – To stop people (particularly young people) entering the pool of prolific offenders.
- **Catch and Convict** – Actively tackling those who are criminally active.
- **Rehabilitate and Resettle** – Providing offenders that wish to exit their criminal lifestyle with a range of supportive co-ordinated **interventions**.

The **aim** of the PPO scheme is:

- To enhance arrest, investigation, detection, charging and prosecution of offenders, bringing to justice as much criminality committed by the targeted PPOs as possible.
- To reduce re-offending of PPOs and consequently reduce the number of victims of crime.
- To develop a rapid and effective partnership **intervention** which enables effective supervision and monitoring of PPOs.
- To address non compliance / re-offending speedily and effectively.

6.13 West Midlands Police Children & Young Person's Strategy

West Midlands Police Children & Young Person's Strategy – Shaping the future for children and young people, it's never too early, it's never too late, follows the guidance within the ACPO National Youth Strategy, *It's Never Too Early, It's Never Too Late* (see **Section 5.3**). The strategy is designed to bring

strategies together on a firm footing to West Midlands Police to work together with partners to influence positive behaviours in children and young people living in the West Midlands Police area.

6.14 West Midlands Police Community Resolutions Initiative

The West Midlands Police **Community Resolutions** initiative is described as '*Any action requested by the injured party, which is agreed by the suspect and considered appropriate and proportional by the Officer in the Case*'. Officers are given a mandate to tackle crime using their professional judgement. This means that officers will no longer be forced to resort to a 'one size fits all' solution of only prosecuting offenders, but will be able to devise constructive resolutions in line with the victim's wishes.

Examples of Community Resolutions include, suspects making personal or written apologies, verbal warnings or advice being issued by officers, and suspects repairing or paying for the damage / loss they are responsible for. As highlighted by West Midlands Police, '*The list is limitless and encourages creativity and innovation*'.

As highlighted in this report, the introduction of Community Resolutions is having a direct impact on the workloads of the YCOs based at each of the Birmingham YOTs.

6.15 Local Strategic Partnership (LSP)

The Birmingham LSP '*Local Area Agreement (LAA), 2008 / 11, Working together for Birmingham, 'A global city, with a local heart*', document and strategy '*Birmingham 2026*', sets out the ambitions and vision for the City – see www.birmingham.org.uk. In summary, by 2026, the vision is of Birmingham being a sustainable world city, with objectives:

- Is a globally competitive city contributing to the thriving, prosperous and sustainable city region.
- People have high aspirations, and the skills and opportunities they need to succeed.
- Is a safe, clean and friendly city that is tackling climate change and protecting the environment.
- Citizens are healthy and economically successful whilst enjoying living together.
- Is truly a global city with a local heart.

To achieve this vision, five **key outcomes** have been set for the people of Birmingham:

1. Succeed economically: Benefiting from training jobs and investment.
2. **Staying safe in a clean and green city**: Our citizens living in communities that they want to belong to.

3. Being healthy: Enjoying long and healthy lives.
4. Enjoying a high quality of life: Benefitting from good housing and renowned culture and leisure opportunities.
5. Making a contribution: Valuing one another and playing an active part in the community.

Related key outcome 2 - *Staying safe in a clean and green city* key objective: To reduce crime by shifting the emphasis over time from crime management and disruption strategies to crime prevention and tailored support and protection for our most vulnerable people. Planned outcomes:

- Reduce the most serious violence, including tackling domestic violence, gang and gun related crime, and violence in public places.
- Tackle serious acquisitive crime, and increase public and investor confidence in neighbourhoods by dealing with local crime, disorder and anti-social behaviour and securing cleaner, greener and safer neighbourhoods and public spaces.
- Reduce re-offending through the improved management of offenders and effective treatment of drug and alcohol using offenders.
- Protect Birmingham's children, young people and vulnerable adults from harm
- Prevent the development of violent extremism.

6.16 Safer Birmingham Partnership

We are grateful for access to a draft document, *Changing Futures, Birmingham's Strategy for Addressing Crime and Anti-Social Behaviour*, which is Birmingham's strategy for addressing crime and anti-social behaviour committed by young people and for supporting young victims of crime. The strategy is framed around the following priorities that put the young person at the centre of thinking and service:

- Intervening early.
- Supporting young victims.
- Braking the cycle of offending.
- Dealing with unacceptable behaviour.
- Proportionate sentencing, including appropriate use of custody infrastructure.

Aims of the strategy include:

- Better prevention to tackle problems before they become serious or entrenched.

- More support to address the underlying causes of poor behaviour including non-negotiable support for parents where necessary.
- Tough enforcement where behaviour is unacceptable or illegal.
- Reassurance to our communities.

6.17 Summary of Findings

As outlined within the *Local Policing Guide for Early Intervention and Prevention of Crime and Anti-Social Behaviour (Management)*, NPIA, 2010 (see [Section 6.2](#)), there is a clear national, regional and sub-regional move away from meeting Government 'targets', to providing [policing] services to ensure they become more focused on the **needs of all citizens**.

As highlighted at [Section 6.2](#) there is now only one central Government target for police forces, to **improve public confidence**.

There is also an acknowledgement of the need for agencies to **work together to prevent** youth crime, with an emphasis on the value of **early interventions**. This is outlined in the document, *The Youth Crime Action Plan Handbook for Practitioners*, HM Government, 2010, which promotes three complementary strategies:

- **Prevention**
- **Non-negotiable support**
- **Tough enforcement**

We also make due reference to the document, '*Youth Justice: The Scaled Approach*' A framework for assessment and interventions', YJB, 2009.

As outlined in the document, the **Scaled Approach** aims to ensure that **interventions** are tailored to the individual and based on an assessment of their **risks** and **needs**. The intended outcomes are to reduce to likelihood of re-offending for each young person by:

- Tailoring the intensity of intervention to the assessment
- More effectively managing risk of serious harm to others

As the document outlines, the **Scaled Approach** is underpinned by **good quality assessment**, which should form the basis of **all** subsequent interventions with young people who have offended.

7.0 Birmingham Youth Offending Service

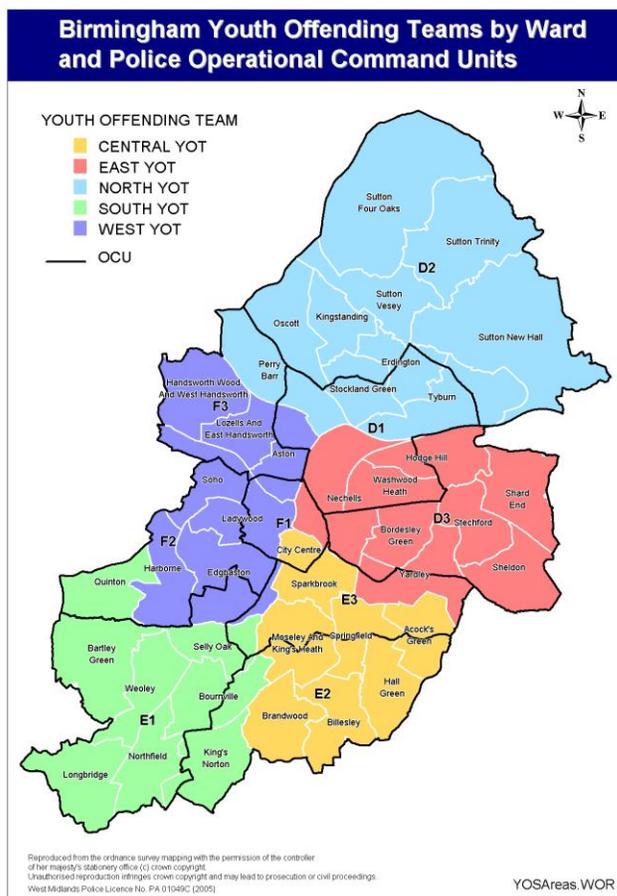
7.1 Introduction

The **Birmingham Youth Offending Service (YOS)** was established by the 1998 **Crime & Disorder Act**, which requires each Chief Executive of a local authority to establish a local statutory multi-agency partnership.

7.2 Birmingham Youth Offending Services

The Birmingham YOS is the second largest, and the most complex Youth Offending Service in England and Wales, and is divided into five multi-agency **Youth Offending Teams (YOTs)** located geographically around the City (Central, East, North, South, West). **Figure 1** highlights the geographical coverage of each of the Birmingham based YOTs and associated linkage to Police Operational Command Units (OCUs).

Figure 1 Geographical Coverage Birmingham YOT



The Birmingham area statutory multi-agency partnership involves:

- Birmingham City Council
- West Midlands Police
- The National Probation Service – West Midlands
- Birmingham Primary Care Trusts

The Head of YOS reports to a multi-agency YOS Management Board, which has senior representatives of this partnership and is chaired by the Strategic Director of Children Young People and Families Directorate on behalf of the Local Authority Chief Executive. The YOS Management Board provides strategic direction and support to the Head of YOS to ensure the delivery of effective youth justice services in order to meet the principle aim of the Youth Justice System:

To Prevent Offending and Re-offending by Children and Young People

Each YOT Team comprises of professionals funded by:

- **Statutory Partners:**
 - **Police Youth Crime Officers (2)** - total 10 officers
 - Social Workers / YOT Officers (8)
 - Education Social Worker (1)
 - Probation Officers (2)
 - Reparation Officers (1.5)

- **Grants**
 - Parenting Worker (1)
 - Substance Misuse Worker (1)
 - Victim Worker (1)
 - Referral Order Worker (1)
 - Resettlement from Custody Worker (1)
 - Link ETE Mentor (1)
 - Anti Social Behaviour Worker (1)
 - Connexions Personal Advisor (2)

7.3 Key Priorities 2009 / 2010

National Indicators (Youth Justice) are in accordance with the six Youth Justice National Indicators and relevant Public Service Agreements:

1. PSA 23 / National Indicator 19 - Rate of proven re-offending.
2. PSA 14 / National Indicator 111 - Reducing first time entrants into the criminal justice system.
3. National Indicator 43 - Reducing convicted young people sentenced to custody.
4. National Indicator 44 - Reducing over representation of certain ethnic groups in the criminal justice system.
5. National Indicator 45 - Increasing the engagement of young offenders in suitable education, training and employment.
6. National Indicator 46 - Increasing access to suitable accommodation for young offenders.

National Standards for Youth Justice Services

The Youth Offending Service, YOS Management Board and Partners also have to meet a comprehensive range of national standards set by the Secretary of State which set out minimum requirements for Youth Justice Services which include review arrangements and standards for interventions in the community.

7.4 Performance

Details of Birmingham YOS in comparison with other areas with similar statistical and demographic characteristics are highlighted at **Appendix B**.

7.5 YOT Functions

Each YOT team is responsible for all statutory court reports, assessments of all young people using the evidence based assessment tool (ASSET) and **intervention programmes** (statutory or specialist e.g. mental health) for young people in the criminal justice system or subject to anti social behaviour orders in their respective areas. Interventions include:

- **Offending Behaviour Programmes** - each young person has an individual intervention plan drawn from the young person's **ASSET** that reduces risk factors and increases protective factors. These plans include cognitive behaviour programmes (e.g. Jigsaw, Knife Possession Programmes) to confront young people about the consequences of their behaviour and challenge them to change their thinking and behaviour.

- **Restorative Justice / Victim Work** – the Victim Worker in each team identifies and contacts victims, offering them the opportunity to be supported and the choice to engage in the process. Workers link with victim support, provide information to victims about the progress of the young offender to redress the power imbalance and oversee mediation both ‘shuttle’ and ‘face to face’ where appropriate. (Youth Justice Board funding and Area Based Grant).
- **Reparation Projects** – as part of a Court Order young people ‘pay back’ to their victim where appropriate or to their community. Victims are asked their views on which reparation activity the young person should participate in. The new Youth Rehabilitation Order places more emphasis on this component.
- **Referral Order Panels** – the majority of those appearing at Court for the first time attend these Panels which are chaired by members of the public who receive training as volunteers to devise and review intervention programmes. Victims can attend these Panels where they choose to do so.
- **Parenting Programmes** – using the evidence based Triple P (Positive Parenting Programme) both on a statutory and voluntary basis. Each Court report has to demonstrate an assessment of the parenting capacity of young people 16 years and under.
- **Specialist Interventions** – to further reduce risk factors and increase protective factors and meet partner outcomes.
- **Sexually Harmful Behaviour Service** – assessing and treating inappropriate sexual behaviour amongst young people who are identified as a result of a child protection referral, a police warning, conviction at Court or referred from schools or health services. The majority of referrals are from child protection and schools.
- **Specialist Bail Team** – assessing young people in the community and in custody to national standards - providing packages of support on bail or remand, as an alternative to custody or secure.
- **Specialist Court Team** - providing a full range of youth justice services to Courts – Birmingham Youth Court, Sutton Youth Court, Birmingham Magistrates and Crown Court including Saturdays and bank holidays – assessing and overseeing young people going through the Court system including carrying out stand down reports, vulnerability assessments of young people remanded to custody and breaching young people who fail to comply with their Court Order.
- **Intensive Supervision and Surveillance Team** – this programme has to be available to the Courts and is designed to work with both persistent young offenders and those committing serious crimes. Capacity is 65 young people at any one time. Provides 25 hours per week of intensive interventions and electronic tagging as an alternative to a custodial remand or sentence.

- **Appropriate Adult Service** – ensuring the availability of an appropriate adult in police stations including at weekends and out of hours where young people are being interviewed and their parents either cannot attend or it is not appropriate for them to attend (involved in offence). The Service has a Co-ordinator and is mostly covered by trained volunteers.
- **YOS Prevention Programmes** targeting young people most at risk of becoming involved in offending and anti social behaviour. These include:
 - **Reducing Anti Social Behaviour** – providing assessments and interventions under the ‘Challenge and Support’ programme to reinforce prevention and enforcement activity for young people subject to Warnings, Acceptable Behaviour Contracts and Anti Social Behaviour Orders to improve behaviour. Youth ASB worker is responsible for any civil or criminal court assessments and interventions for ASBOs or CRASBOs and Parenting Contracts/Orders.
 - **Commissioning services under the Youth Crime Action Plan** including the Youth Family Intervention Programme; piloting Triage services as an alternative to a young person entering the Criminal Justice System and Friday/Saturday night provision to reduce criminal and anti social behaviour including commissioning Street Based workers.
 - **Funding 5 Youth Inclusion Programmes** managed by Targeted Prevention and providing IT, performance and transport support to the wider Youth Inclusion and Support Programme. YOT Managers chair the inter agency YIP Matrix meetings.

7.6 Aims and Objectives of the West Midlands Police and Birmingham YOS Partnership

The West Midlands Police and Birmingham Youth Offending Service are committed to working together to meet the 5 outcomes of *Every Child Matters*:

- Be Healthy
- Stay Safe
- Enjoy and Achieve
- Make a Positive Contribution
- Achieve Economic Well-being

These aims are reflected locally in the Community Strategy, The Council Plan, the Children and Young People’s Plan and the CYP&F block of the Local Area Agreement.

During 2008 / 2009 the supervising officer, also has access to a budget amounting to **£9,000**, currently provided by Birmingham based OCUs for inputs such as equipment for the officers (computers, safety equipment etc.).

Excluding training costs, and taking into account costs that include officer salaries, supervision and the OCU budget, we *estimate* the **actual** annual West Midland Police contribution to the YOS to be in the region of **£520,464**, which relates to a cost of:

- **£52,046** per officer per year; or
- **£104,092** per YOT.

8.0 Birmingham Youth Crime Officers

8.1 Introduction

As highlighted within **Section 5**, **ten** Youth Crime Officers (YCOs), at an annual cost to the police of circa. **£520,464** (see **Section 7.8**), are currently seconded to the Birmingham YOS. For reasons linked to confidentiality / data protection, we will not be identifying the actual identities of the YCOs in relation to individual inputs, outputs / workloads etc. Such information will be linked to their YOT 'Worker ID Numbers'; the details of which are known by the commissioners.

The purpose of this section of the report is to outline **qualitative** evidence, with particular reference to issues linked to management and support, YCO roles and functions, training, YCO qualities and experience, examples of 'good practice' noted, the YCO 'toolbox of interventions', the views of YOS / YOT staff, the YCOs, other police officers and most significantly, young people / offenders and their families / victims.

8.2 Management and Support

The YCOs are 'managed' at two levels:

- **Support and management linked to professional development** / completion of Professional Development Reviews (PDRs), is provided by a Sergeant based within the Safer Birmingham Partnership – who is in turn line managed by a Police Inspector based within the Safer Birmingham Partnership.
- **Day to day supervisory responsibility** is provided by YOT Managers / Deputies.

The YCOs are issued with police radios and are issued with the same 'police kit' as operational officers. As will be noted, they attend regular police training.

We are pleased to report positive feedback from YOT Managers and YCOs in relation to the management and support provided to the YCOs. This appears in no small part due to the energy, commitment and innovation provided by the Sergeant based within the Safer Birmingham Partnership. In addition to providing support and management linked to the YCOs professional development, he carries out what has been described as a 'pastoral role'; ensuring through discussion, negotiation and coordination, that what can be complex and individual needs and interests of West Midlands Police, the YOS and the individual YCOs are taken account of, and generally met.

8.3 YCO Role and Functions

As outlined within [Section 5.2](#) and [Appendix A](#), the 'job purpose' of the YCOs is, 'As a member of the Youth Offending Team (YOT), fulfil the **police function**, with the aim of reducing youth crime via enforcement and intervention measures. The Youth Crime Officer will provide a central intelligence function between the Community Safety Bureau and the YOT'.

We make note of [Appendix A](#), the YCO 'Job Description', which highlights a number of key YCO roles and responsibilities that include:

- Administer Final Warning scheme. From assessment, administration through to completion of records via JCIS and Careworks / YOSIS, ensuring that initial intervention is completed within the process.
- Monitor all reprimand referrals, liaising with the Young Persons Officer, ensuring they are aware of those most at risk, providing advice regarding the appropriate support networks available for the offender.
- Liaise with School Based Officers (SBO) to develop joint intervention / diversion initiatives for most at risk young people.
- Assist in identifying prolific and other priority offenders (PPOs), and liaise with Offender Management Team to ensure their effective management.
- Submit intelligence via the Intelligence Management System (IMS) and contribute to target profiles of youth PPOs.
- Represent West Midlands Police at assessments and case conferences of young people conducted by the Youth Offending Team.
- Support the restorative justice process and assist by obtaining victim details where necessary.
- Where appropriate, liaise with the Young Person's Officer to assist in the co-ordination of Acceptable Behaviour Contracts (ABCs) and Anti-Social Behaviour Orders (ASBOs).
- Liaise with the Offender Management Team and Young Person's Officer within the Force Community Safety Bureau and attend relevant force and OCU meetings as well as YOT meetings, implementing outcomes and ensures sharing of best practice.

It has been of interest to note that on the whole, the YCOs, are not fully implementing the contents of the Job Description highlighted at [Appendix A](#).

From our observations, on the whole the YCOs daily tasks include:

- Accessing 'ICIS' (West Midlands Police Custody System), to identify / locate young people (clients) arrested / bailed, and appropriate for Final Warnings.
- Contacting 'clients' – arranging meetings to interview / deliver Final Warnings / appropriate interventions.
- Meeting clients / carrying out appropriate interventions.
- Completing / updating Youth Justice Board / YOS **Asset Forms**.
- Completing / updating 'CareWorks' - YOS Client Management System.
- Update / add intelligence entries to 'IMS' (West Midlands Police intelligence management system).
- Liaising with / advising police case officers / supervisory officers.
- Liaising with external agencies / facilitating / arranging appropriate interventions / support on behalf of clients.
- Supporting colleagues within the YOT - e.g. requests for PNC checks, sourcing / obtaining police sourced case file background information.

8.4 Training

- **Generic Police Training**

All officers receive general / generic police training that includes:

- Annual Personal Safety.
 - Annual First Aid Police Skills.
 - Annual General Mandatory Training Day – covering all aspects of police work, including updates of new legislation and policies.
-
- **Specific Police / specialist training – linked to their role as YCOs**
All officers have been provided / offered training relating to:
 - Mentoring and Coaching Skills.
 - Effective Work Practices.
 - Presentation Skills.
 - ICIS Custody.
-
- **YOS Training**
Appendix C highlights specific training provided to the YCOs by the YOS.

8.5 YCO Police Experience

We are grateful to the Birmingham YCOs for providing summaries of their qualifications and experience, which includes:

- CSCT Certificates in Counselling Skills.
- Psychodynamic Counsellor Qualification.
- Level 5 Cognitive Behaviour Therapy / Rational Emotive Behaviour.
- Previous postings to departments such as:
 - Sector Policing
 - CID
 - Special Branch
 - Anti-Terrorist Squad Scotland Yard
 - Offender Manager
 - Criminal Justice Unit
 - Young Persons Officer
 - Child Protection Unit
 - Recruitment and Diversity Officer
 - Central Traffic Department
 - Accident Enquiry Squad
 - Erdington High Street Team
 - Family Protection Unit
 - Prisoner Handling Team
 - Community Safety Bureau

8.6 YCO 'Good Practice'

We are pleased to outline the role and activities of a number of Birmingham based YCOs, which we feel is worthy of note as '**good practice**' in relation to the role of a YCO:

- B-United – supporting a sub-regional multi-agency approach to working with young people at risk of being involved in gang activity.
- Supporting delivery of a sub-regional knife crime programme.
- Co-ordinating visits from London NSPCC to raise awareness of child trafficking.
- YISP – identifying young people at risk of offending.
- Supporting OCU work in diverting gangs of different ethnic groups away from clashes in the City Centre.

- Supporting the City Centre OCU in diverting anti-social behaviour away from centralised attractions (e.g. St Paul's Cathedral).
- Reprimand Pilot – offering one to one sessions with young people.
- Community Resolutions – offering interventions at an early stage, tailor made to each individual / delivering presentations to small groups of young people.
- Supporting schools / Head Teachers - e.g. regarding information on young offenders who attend Pupil Referral Units (PRU's) e.g. court / bail dates / attendance at YOTs.
- Updating force intelligence – via IMS (Intelligence Management System).
- Facilitation links between School Based Officers, OCUs and YCO's – exchanging best practice.
- Supporting delivery of presentations / drama to young people identified as being involved in anti-social behaviour.
- Assisting with the training of Student Police Officers by offering one day 'Community Attachments' to the YOT.
- Supporting the YOT to raise funding to support the provision of gardening interventions.
- The design and delivery of specialist intervention packages – e.g. linked to knife crime and the 'consequences' of crime.
- Involvement in piloting a Triage model in one area of the City, as outlined in the Youth Crime Action Plan.

8.7 YCO Interventions

We are grateful to the Birmingham YCOs, who have contributed to **Appendix D**, which is a summary of interventions available to the YCOs within the Birmingham area. As will be noted, the YCOs have access to interventions to utilise in their dealings with young offenders in the Birmingham area, which include:

- Assessment. and Treatment for substance abuse.
- Reparation programmes.
- Access to education and training and employment opportunities.

8.8 Understanding of Roles / Regard for the YCOs within the YOTs

The officers are all situated within the 'heart' of each of the YOT offices, which on the whole operate an 'open plan' office system, with multi-agency staff working within sight and hearing of each other. The officers wear 'civilian' clothing (which generally comprises of 'casual' wear / jeans etc.).

There is a clear understanding within the YOTs that the YCO's are police officers and 'Case Officers', with the **specific role** of delivering Final Warnings and associated record keeping / carrying out and arranging appropriate interventions. On a 'pilot' basis, the YCOs have also been encouraged to carry out appropriate intervention with young people receiving Reprimands. From our observations and meetings with the YCO's and key YOT staff, they also support other YOT staff on a daily basis with functions such as:

- Carrying out 'police checks' on properties other YOT staff will be visiting – with an objective of 'checking any risks to YOT staff'. We noted that without any exception, this is the most valued / appreciated role of the YCOs as far as other YOT workers were concerned.
- Supporting other YOT Case Officers with intelligence and information linked to individual cases.

The officers are, on the whole highly regarded by their colleagues within the Birmingham YOTs, YOT Managers / Deputies and by the YOS Senior Management Team. The following are summaries of specific comments / observations made to us by **YOT Managers**:

- *I do understand the role of the YCOs, but feel their role needs to be expanded beyond a primary responsibility for dealing with Final Warnings. For example, enabling stronger links with the operational side of policing. There are issues linked to anti-social behaviour in this area, but we are generally not aware of operations that are being carried out by the police. We have useful information that may be able to add value to their work; and likewise I would value closer partnership working to support our work. I see that as an important role of the YCOs – facilitating partnership working, intelligence gathering and sharing. I want to know what is going on out there, details of 'hot spots; so we can work closer with key partners such as the police. We need to work together to tackle anti-social behaviour and our work with prolific offenders. I would also like to see the YCOs supporting YOT Case Managers with their cases and perhaps be a first point of contact with victims. We need to really raise the game of the YCOs. **Central YOT Manager***
- *The YCOs are important and integrated members of my team. They are extremely professional and positive in their approach and play an active and participative role in team meetings. I only have to*

put a suggestion to them and they quickly come up with well thought out and professionally presented solutions and innovative ideas.

For example we were asked to come up with ideas for a knife crime initiative and they came up with an extremely well thought out programme. They have also raised funding to support a gardening project. My team really values their contribution to information sharing and they support them with things like checking if premises are safe to visit.

*If I had a choice, I would value their input on the more serious offenders, as I believe they have a lot to offer, particularly in relation to 'high risk' offenders'. **East YOT Manager***

- *The YCOs are important members of my team and are highly valued by everyone. They use their 'police skills' to the full and are extremely professional in their approach to their work. They provide a vital source of information and intelligence, which flows freely amongst my team. They provide useful support to our victim work and are always on hand to support other Case Officers.*

*If I had a choice, I would like other Police Officers to be more aware of what we do and I feel that the YCO could play a useful role in helping this happen'. **YOT Manager North***

- *On the whole I am very happy with our YCOs. They are extremely supportive of the team in relation to intelligence sharing and enable a free flow of information within the office. We have had a recent staff change and I am looking forward to a new YCO joining our team, who I am looking to bring some new 'energy' into the role of the YCO. If I had a choice, I would like to see them more involved in group activities, as they appear reluctant to be involved in such work. I would also value support with victim support / restorative justice, as I feel as Police Officers, they are well placed to deliver and support such work. **South YOT Manager***

- *I am delighted with the role of the YCOs in the YOT. Both are professionals and highly regarded members of my team. They are a joy to manage, which is down to them and the support I get from their Sergeant. They are good because of their individual skills and abilities and because they want to be here. They facilitate partnership working and are 'team players'. They play a key role of developing trust and understanding in the team. We are operating in an area where gangs and youth violence is prevalent. It is therefore important that we share information and encourage partnership working. This includes our links to school, community safety work and contributing to Shared Priority Forums. The YCOs here are excellent at supporting such work and for example, one is closely involved in a girls group, linked to gang culture and work to trace victims, linked to trafficking young women.*

I feel it is important not to dilute their role as police officers and whatever they do must build on that role. For example, apart from their role in delivering Final Warnings, they should not become

Case Officers. They have however great potential to support YOT Case Workers, to ensure a full picture is available.

There is work to do on the 'bigger picture', linked to police / YOT intelligence, to facilitate issues such as associates and 'crime patterns'. For example, we need to be able to quickly pick up on tensions in an area and pro-act, rather than rely on reaction.

If I had a choice, regarding their role, I would like stronger links with the operational side of policing, schools, community safety meetings and links with the YISP and YIP. I would like to see their input on Risk Management Panels, Prolific / Priority Offenders [PPOs], Case Reviews, group work and victim work. I would also be interested to see how they could help us with supporting parents. I would like to see them 'adding value' to other functions and roles in the YOT. I am however aware of the importance of preventing re-offending and do not under-estimate the importance of early interventions, and feel the YCOs have a key role to play in this area'.

West YOT Manager

The following are summaries of comments / observations made to us by **YOT Staff**:

- They provide a vital service to the [Central] YOT, and are an integral part of its multi-agency response to youth crime. They can be trusted to share what can be sensitive information.
- They bring their own experiences as operational police officers, which is so useful in group work and explaining to young people issues such as the consequences of crime – particularly in relation to knife crime and other violent crimes.
- There is often a need when checking pre-sentence reports, risk assessments and other reports for a full record of previous convictions from the Police National Computer. They provide this service, and it can be essential when completing reports and assessments.
- They assist with address checks for staff to assist with risk assessments for home visits to offenders. This is also invaluable for staff safety and identifying potential risks to staff.
- They also assist with general checks on police involvement with young people with whom the YOT is involved. This can be for reasons such as gaining intelligence regarding associates, and corroborating explanations for missed appointments with the YOT, and checking bail dates.
- They provide general information to the workers within the YOT pertaining to other police matters. This includes information on ongoing operations relevant to the young people involved with the YOT, and general information on police procedures.

- *There is no doubt the YCOs are helping to change young peoples' perceptions of the police – they are breaking down barriers with young people and their parents. This is important, as they will be passing this onto their peers, which will help to make our communities safer.*
- *They have broken down barriers in the YOT – because they are here working so close with staff from services such as the Probation Services and Social Services, they are helping us all to understand the role of the police, how they can help young people in trouble, and for example why they have to act in certain ways when confronting groups of young people on the streets.*
- *As police officers they bring a balance to our team, and they have an important role to play in terms of their experience and skills in areas such as interviewing, and understanding the impact of crime on victims.*
- *They play an important role in terms of information sharing, as it is important we all freely share information that helps to make communities safer, and helps prevent and reduce youth offending.*
- *We all feel that it would be a backward and detrimental step if we were ever to lose a full-time police presence in the YOT. The service we provide to young offenders, their parents, victims and the wider community would without doubt suffer.*

The following are summaries of comments / observations made by the **YCOs**:

Central YOT:

- *I would like to link more with the operational side of policing, but there does not appear to be the systems in place to help this happen. I have tried to attend the fortnightly 'Tasking and Coordinating Group' meetings, but have not had a positive response.*
- *We need to have systems in place to decide who deals with other youth disposals, such as Community Resolutions and Reprimands. For example, at the moment, there is a real risk that a young person / offender who has received a Community Resolution, or a Reprimand may be contacted by ourselves [YCOs], a School Based Officer and a Young Persons Officer. There is a real danger of 'all, or nothing'.*

East YOT

- *I really enjoy this job and look forward to coming to work everyday. It's good to know we are making a difference to the lives of young people.*
- *We need to ensure that the West Midlands Police Service as a whole is more aware of what we do. More could be done to make this happen. For example, we want to get involved with the training of new police officers, with regard to our role and functions.*

- *As experienced Police Officers we bring a lot to the YOT, which includes our knowledge of the law and the real consequences of crime such as knife crime. For example, we are able to put it across to young people that people die and their lives are likely to be ruined forever just by their carrying a knife or another weapon.*

North YOT

- *We are looking to become more involved with sharing intelligence with the operational side of policing. I used to attend the fortnightly 'Tasking and Coordinating Group' meetings. I am looking to start re-attending the meetings.*
- *Our objectives should include reducing the number of young people who offend and come through the YOTs and to pay more attention to the 'high end' offenders such as PPOs [Prolific, Persistent Offenders].*
- *I feel we have a role to support and guide operational officers who are carrying out Community Resolutions – in relation to the quality of interventions.*
- *We need to be monitoring young people who are receiving Community Resolutions and Reprimands, as well as Final Warnings – to enable the 'right outcomes'.*

South YOT

- *I feel we are part of a 'team' here and have an important role to play in the YOT. For example we play an important role in intelligence gathering and dissemination. I spend a great deal of time checking addresses for YOT staff and updating both police and YOS intelligence systems.*
- *I am passionate about this job and know that I am making a difference to young people's lives. No day is the same.*
- *I feel we are providing a 'specialist' police role. We have in-depth knowledge and experience of youth based issues, trends and profiles.*

West YOT

- *Our role is extremely complex at times, and sometimes we have just one chance to turn a kid around.*
- *This is the only job I have had [in the Police Service] where I have been able to make such a difference to so many people.*
- *We are encouraging other police officers to spend some time in the YOT, so details of our work and how we can support operational policing can be got out there.*
- *When I first started, there may have been some 'anti-police' feelings in the YOT, but I definitely don't sense this now. Other workers here can see what we can do to support victims and know that we are here to help reduce youth crime and make our communities safer.*

- *We feel we have a lot to offer the 'street bobbies' in relation to how to deal with a young person on arrest, the best intervention and how to ensure they can claim a 'detection'.*
- *This is not really a 'career move' – you have to want to do this.*

8.9 Understanding of Roles / Regard for the YCOs outside the YOTs

The following are summaries of comments / observations made by **Operational Police Officers**:

- *In Birmingham there were 15,700 fewer victims of crime than last year. This equates to more than 52% of the forces total recorded crime reductions. The contribution of the Youth Crime Officers to the partnership work in the city was recently praised by the Chief Executive of the Youth Justice Board on a visit to Birmingham. Such recognition is earned through consistent and sustained work in a challenging environment. **Chief Superintendent Morgan**, Letter to Sergeant Tom Dobrovic, Birmingham Community Safety Partnership, 9 April 2008.*
- *I didn't have much idea what the YCOs did until they [West YCOs] supported the Custody Triage here at Rose Road Police Station. I would guess that the majority of operational officers do not really understand what they do either, and how they can support our work. For example, I would like to see a 'toolbox of interventions' that all police officers can have access to; and from my experience of working with them, I feel the YCOs are well placed to support this. They are extremely knowledgeable regarding youth justice issues, and in my view could be involved in local police training. Perhaps a YOS 'Help Desk' would be useful to support operational officers and custody staff with issues linked to youth justice, policies and procedures, appropriate youth disposals and interventions. **Inspector Scobie**, Rose Road Police Station (Custody Triage Initiative).*
- *Whilst I do have useful and productive contact with a number of YCOs and access to some YOTs, this is not consistent. For example, I have been discouraged by YOT staff from visiting the YOTs, and been refused access to YOT Asset forms; as it is claimed I was 'looking for intelligence to arrest'. This is far from the truth and I feel there should be more coordination between the YOTs and the operational side of policing. I carry out my own interventions with young people who have received Reprimands and often have no links with the YCOs - or feed back outcomes to the YCOs or to the YOTs. I feel we should all be working together to identify young people 'at risk' of becoming involved in crime and work in partnership to develop appropriate responses and interventions. I feel there is a role for the police and YOS to work in partnership with schools and parents to support 'at risk' young people, and work **together** for the benefit of young people and local communities, in a focused and coordinated way to break cycles of youth crime. There is*

masses of intelligence held within police stations, YOTs, schools and by community members, which if collated and used sensibly, can play a positive role in preventing youth crime and boosting public confidence in the police and the criminal justice system. PC Reilly, Community based Young Persons / Youth Issues Officer.

- o I have excellent links with the West YCOs and have recently completed a two week attachment to their office. It was really useful, because I gained a useful insight into their role and made some useful contacts with other YOT staff - which I plan to maintain if this is possible. It was also pleasing to note that YOT staff other than the YCOs also learnt about my role, and how I can support their work in supporting young people and their families. I make regular contact with the YCOs and we discuss young people who have entered the Criminal Justice System on a case by case basis. On my own initiative, I have established a **Victim / Offender Support Scheme** within my school, and aim to support young victims of crime and young people who have been arrested, or charged, with what can be serious offences. The young people and their families find this extremely useful and find that my work can also 'add value' to the role of the YCOs, as I can often input information such as the 'reasons' why the young person may have offended, such as family circumstances and school based issues. I also work within the local community and access valuable intelligence and support from sources such as local youth clubs, football training clubs and from within the community at large. If I had a 'wish' I would really value full access to the Police 'ICIS' computer and the YOS 'Careworks' system. It would be useful to be quickly aware of which young people have been arrested and to gain a full understanding of what interventions individual young people have and are receiving. I also feel I could 'add value' to Careworks, by including my own knowledge of young people and the interventions I am carrying out. At the moment, I maintain my own data base on the young people I support as part of my Victim / Offender Support Scheme, and there is a real danger that useful information regarding young people will be missed by the YOS and / or duplicated / replicated. We really need to work together, and share valuable information and intelligence, which can only benefit young people, their families and the wider community. PC Geddes, Police School Based Officer.*

8.10 Case Studies Young People / Parents

We are extremely grateful to the three young people and in two cases, their parents (one of whom was the victim of an assault on her by her son), who have taken time to meet to discuss their involvement with the YCOs and the YOS. We are confident all have been honest in their views and opinions, which are outlined in depth at [Appendix E](#). The following is a summary of comments made:

- *'The policeman (YCO) listened to me and understood what had gone on. He made it clear to me that what I had done was wrong, and if I carried out with doing what I did, I could end up in prison. I don't want that. I want to make something of my life. He took no crap and says things as they are. I know I will not be involved in crime no more. There are consequences that people need to know about.*
- *When I met the police officer (YCO), I felt for the first time that someone understood and had a hold on what was going on with Keaton and our relationship. .He took time to listen and he put Keaton right and there is no doubt that Keaton respects him. .Keaton now knows about the consequences of his actions and things have really improved in our lives at home. .He speaks straight to you and let's you know how you can improve your own life.*
- *I felt very nervous about attending the YOT, as I did not know what was going to happen to me. The police officer (YCO) made me feel comfortable and told me she was here to help me. .I was relieved, because I wanted to be helped. I had been excluded from school as a result of what I did, and my mother was so angry, upset and worried.*
- *I was impressed with the YCO at the YOT. He left me in no doubt that I had done wrong and the consequences of what I had done and how I could end up with a criminal record that could harm my future. He listened to me and discussed what I could do to make my life better.*
- *The YCO has changed my perception of how the Police are. He listened and found out what Wesley's needs are. For example, we were on a long waiting list through his school to see CAMHS [Child & Mental Health Services] and he arranged for an urgent referral. He also found out that Wesley was interested in cooking and referred him to the YOT Worker [Tutor Support / Project Coordinator], who teaches young people to cook and eat healthily. I am really impressed that Wesley has achieved a Duke of Edinburgh Bronze Award at the YOT. Not only this, but of my three sons, I now know that he is the most able to cook, eat healthily, and look after himself.*
- *The YCO quickly got to the bottom of what had gone on and how Wesley keeps getting into scrapes. He has continued to advise Wesley and our family. He has given us professional help to get through some difficult situations.*
- *He is a nice man and takes time to explain things such as why Police Officers on the street may be cautious of groups of young people. He has made me realise that I have to think first and think about things like consequences.*
- *It's good to know there are people like the YCO about. He has helped us so much, and I am sure he has played a large part in keeping Wesley out of the courts and on the right track. Our family cannot thank him enough.*

- *My mum is proud of me now, and the only time we argue is when I don't make my bed!*

Based on the case studies and subsequent enquiries with YCOs, we feel it worthy of note that there is evidence that the YCOs would value improved opportunities to refer clients to external agencies / support systems, such as Youth Services and mentors when *'their work is done'* in relation to their contact with the young people. For example, both Greg and Wesley (see [Appendix E](#)), are looking to remain in a YOT environment to access gym facilities, and obtain a Silver Duke of Edinburgh Award.

8.11 Summary of Findings

Based on our research:

- The YCOs are, on the whole, well managed in relation to the personal development and day to day supervision within each YOT office.
- On the whole, the YCOs are extremely well regarded and appreciated within the multi-agency YOT offices, and by clients and their parents / carers. They provide an **essential** and valuable *'police presence' within the YOTs*.
- On the whole, there appears to be an understanding that the YCOs **specific / key role** is to deliver **Final Warnings** and associated record keeping / carrying out and arranging appropriate interventions. There appears to be a lack of awareness / understanding of the YCO Job Description ([Appendix A](#)), which outlines other key *'main duties and responsibilities'*.
- There is clear value in the YCOs delivering Final Warnings and appropriate interventions, which are clearly identified from interviews with the YCOs, other YOT staff, and most significantly young clients and their parents / carers. Positive outcomes include *'breaking down barriers between the police and young people'*, and *'Providing realistic, informed and believable reasons for young people to leave the Criminal Justice System'* (Detailed reasons can be located with case studies highlighted at [Appendix E](#)).
- Within the YOTs, there appear to be opportunities for the YCOs to 'expand' their *'police'* roles and functions beyond their 'prime' role of overseeing Final Warnings, which could include key functions such as coordinating / delivering early interventions work, supporting offender management, 'adding value' to victim support, coordinating multi-agency intelligence coordination, and direct involvement in external multi-agency partnership working.
- There appears to be an opportunity to improve systems to refer young people who are ready to *'move on'* from YCO / YOT contacts, to external agencies / support systems, such as Youth Services and mentors.

- On the whole, within the Birmingham area, there appear to be opportunities to 'market' and enhance the role and functions of the YCOs and the YOS as a whole, within **operational policing** environments. This is particularly relevant in relation to **intelligence sharing** and **partnership working** aimed at:
 - Preventing and reducing youth crime and anti-social behaviour
 - Improving engagement of local communities and public confidence in the Criminal Justice System

9.0 Quantitative Findings

9.1 Introduction

We are grateful to the Birmingham YOS for providing data and information, which will be used to outline **quantitative** evidence, with particular reference to the outputs and outcomes of the roles of the YCOs. We will also be taking the opportunity to summarise the 'workloads' of the YCOs / YOTs and categories of offenders / offences. We have summarised findings within this section of the report. Further examples of findings can be found within **Appendix F**.

9.2 Final Warnings Issued by the YCOs / Re-offending Rates

Table 3 provides an overview of the numbers of Final Warnings issues by each of the Birmingham YOT offices / YCOs during 2008 and 2009, and corresponding percentage reductions in the number of final warnings issued.

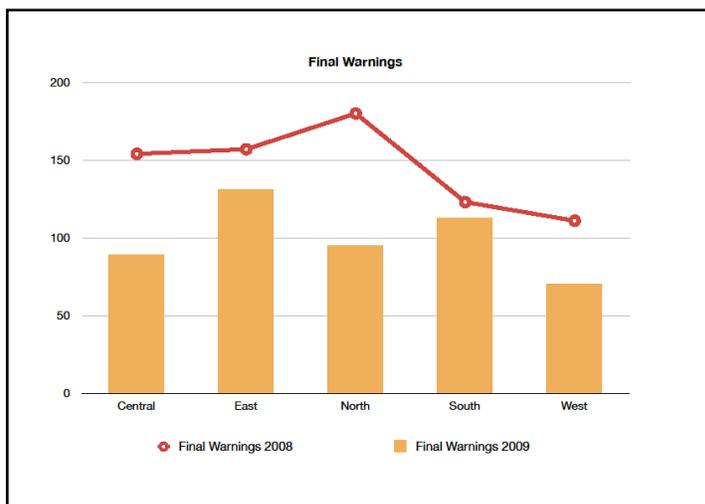
Table 3 Numbers of Final Warnings Issues by each of the Birmingham YOT Offices / YCOs during 2008 and 2009

Birmingham YOT Area	Final Warnings Issued 2008	Final Warnings Issued 2009	% Reduction 2008 / 2009
Central	154	89	42.2%
East	157	131	16.5%
North	180	95	47.2%
South	123	113	8.1%
West	111	70	36.9%
Birmingham Wide	725	498	31.3%

Source: Birmingham YOS 2010

Graph 1 provides a summary of the numbers of Final Warnings issued by each of the Birmingham YOT Offices / YCOs during 2008 and 2009

Graph 1 2008 / 2009 Final Warnings



Source: Birmingham YOS 2010

Table 4 provides an overview of the 2008 Birmingham Cohort, outlining Police Reprimands and Final Warnings (pre-court interventions) and Final Warnings re-offending rates.

Table 4 2008 Cohort, Outlining Police Reprimands and Final Warnings (pre-court interventions) and Final Warnings Re-offending Rates

	Police Reprimand Jan to March 2008	Final Warning Jan to March 2008
Number in January to March Cohort	341	156
Number who re-offend within 3 months	19	19
Number of Offences within 3 months	26	34
Number who re-offend within 6 months	36	27
Number of offences with 6 months	57	59
Number who re-offend within 9 months	48	37
Number of offences within 9 months	79	85
Number who re-offend within 12 months	63	46
Number of offences within 12 months	106	115

Source: Birmingham YOS 2008

National Indicator 19 involves a cohort of young people who receive a substantive outcome, including Reprimands, Final warnings and all court based disposals between January – March. Data from cohorts in 2005 and 2008 have been tracked for 12 months post order from YOT and PNC data, to determine improvements. Data from the 2009 cohort is not available until July 2010. The number of young people re-offending and the number of offences they commit is combined with population statistics to produce a figure, which relates to the number of offences committed by young people who re-offend per 100 young people in the cohort (re-offences).

Data from the Birmingham YOS highlights that of the 497 pre-court disposals, the actual number of offenders re-offending is 110, which relates to an overall re-offending rate of **22.1%**.

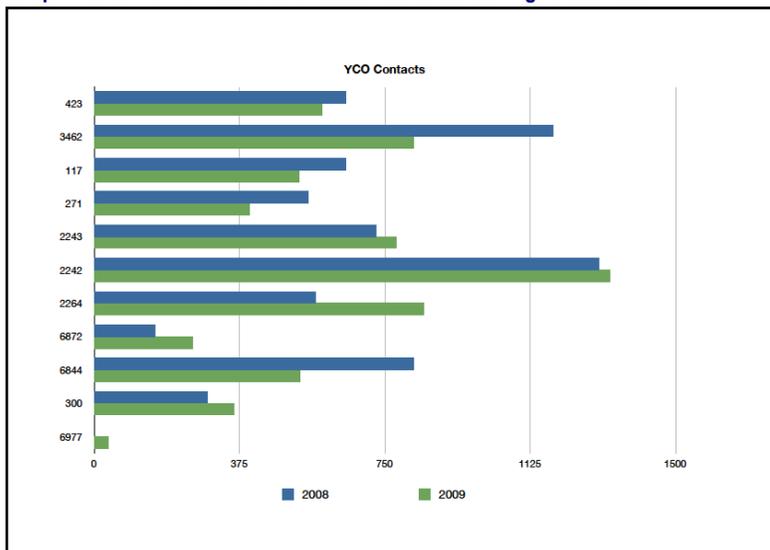
As outlined within **Appendix B**, the Birmingham cohort for 2008 / 2009 contained 947 young people, of which 297 had re-offended by the end of the 12 month tracking period. This equates to a re-offending rate of **0.71** re-offences, or **31.4%** of offenders, an improvement of **27.2%** against the 2005 cohort. Figures comparing Birmingham's performance with that of comparator Youth Offending Services shows that Birmingham performs well against other areas with similar statistical and demographic characteristics, and had re-offending **below** the national average.

As will be noted, there has been a significant reduction in the number of Final Warnings issued during 2009, compared with 2008, which research identifies is without doubt linked to **5,559 Community Resolutions** issued by Police Officers in the Birmingham area between 1 April 2009 and 1 April 2010 (**12,500** Community Resolutions issued across the West Midlands Police area as a whole during the same period). It should also be noted that the YCOs have contributed to the reduction in re-offending in the pre-court cohorts, and re-offending of young people they have worked with, and / or provided intelligence for risk management purposes in other areas of YOS work.

9.3 YCO Contacts / Communications

Graph 2 provides an overview of YCO client related 'contacts' during 2008 / 2009, which are summarised by communication 'type' within **Tables 4** and **5**.

Graph 2 Overview of YCO client related 'contacts' during 2008 / 2009



Source: Birmingham YOS 2010

Table 4 Breakdown of YCO Contacts by Communication Type 2008

Worker ID	YOT	General Correspondence	Email	Fax	In Person	Telephone	Total
423	East	78	10	3	479	79	649
3462	East	144	113	6	554	367	1184
117	North	48	21	1	431	148	649
271	North	42	0	0	463	46	551
2243	West	105	44	2	443	134	728
2242	West	247	96	30	489	441	1303
2264	South	196	62	1	150	163	572
6872	Central	22	0	0	133	1	156
6844	Central	198	10	1	474	142	825
300	South	2	0	0	279	11	292
Totals		1082	21	44	3895	1532	6909

Table 5 Breakdown of YCO Contacts by Communication Type 2009

Worker ID	YOT	Correspondence	Email	Fax	In Person	Telephone	Total
423	East	65	7	0	474	42	588
3462	East	79	69	1	480	195	824
117	North	57	67	0	312	92	528
271	North	16	0	0	358	26	400
2243	West	123	46	6	416	189	780
2242	West	244	179	23	479	405	1330
2264	South	331	89	0	248	183	851
6872	Central	21	0	0	198	34	253
6844	Central	90	10	2	278	151	531
300	South	4	2	1	314	39	360
6977	South	0	1	0	17	19	37
Totals		1030	470	33	3574	1375	6482

Source: Birmingham YOS 2010

It will be noted that overall, YCO client related 'contacts' have fallen since 2008.

9.4 Comparative Costs of Issuing Final Warnings

Based on estimated annual cost of **£105,260** (see **Section 7.8**) to maintain two YCOs at each of the Birmingham YOTs, **Table 6** and **Graph 3** provide a 'broad brush' summary of 2009:

- Costs of YCOs **only** issuing Final Warnings and interventions at each of the Birmingham YOTs
- Average costs of issuing Final Warnings and interventions
- Birmingham wide costs of YCOs issuing Final Warnings and interventions

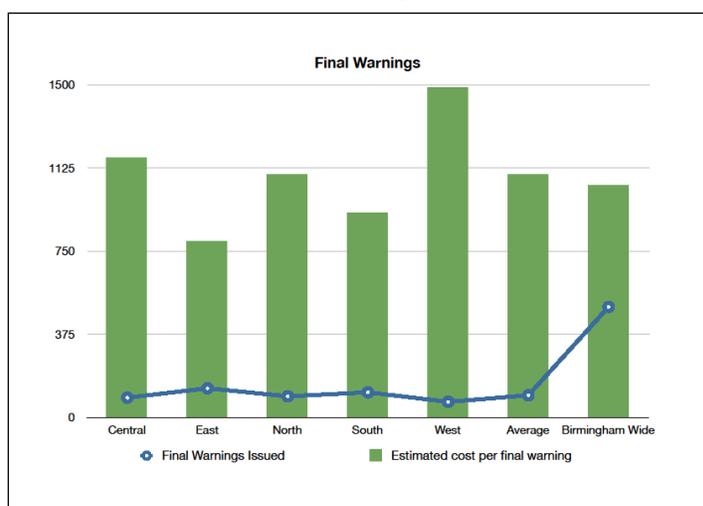
We make particular note that the YCOs carry out other work within the YOT offices and the 'broad brush' summary takes **no account** of the time and energy to officers clearly commit to their other duties.

Table 6, Estimated Costs of Birmingham YCOs Issuing Final Warnings 2009

Birmingham YOT Area	Final Warnings Issued	Estimated Cost Per Final Warning £
Central	89	1,170.00
East	131	795.00
North	95	1,096.00
South	113	921.00
West	70	1,487.00
Average	99.6	1,094.00
Birmingham Wide	498	1045.00

Source: Birmingham YCOs / Birmingham YOS 2010

Graph 3 Costs Linked to Final Warnings



Source: West Midlands Police / Birmingham YOS

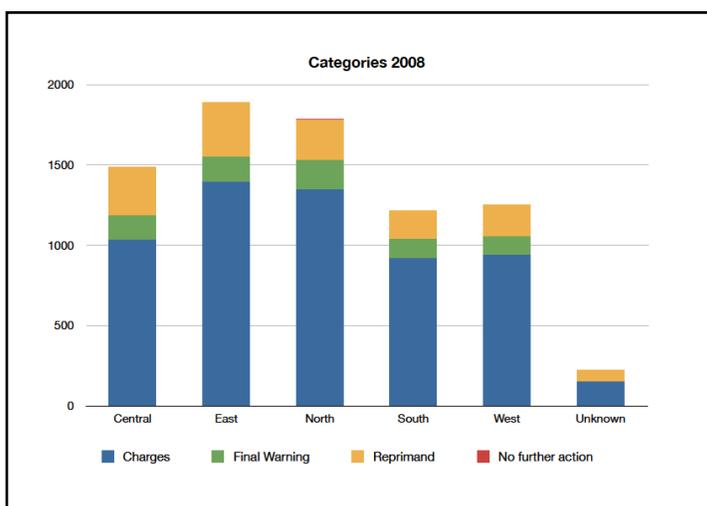
It should of course be noted that such [estimated] costs take no account of other costs, such as YOS infrastructure costs and inputs from other YOT staff and Police Case Officers.

Referring to **Tables 1** and **3**, it will be noted that such [estimated 'broad brush'] costs will have risen appropriately, since the **31.3%** reduction in the number of Final Warnings being issued by the YCOs since the introduction of Community Resolutions (see **Section 5.2**). For example, based on 2009 costs, the Birmingham wide cost of issuing Final Warnings in 2008 was **£717.00**, which relates to a **31%** annual increase in the costs of Birmingham based YCOs issuing Final Warnings and interventions.

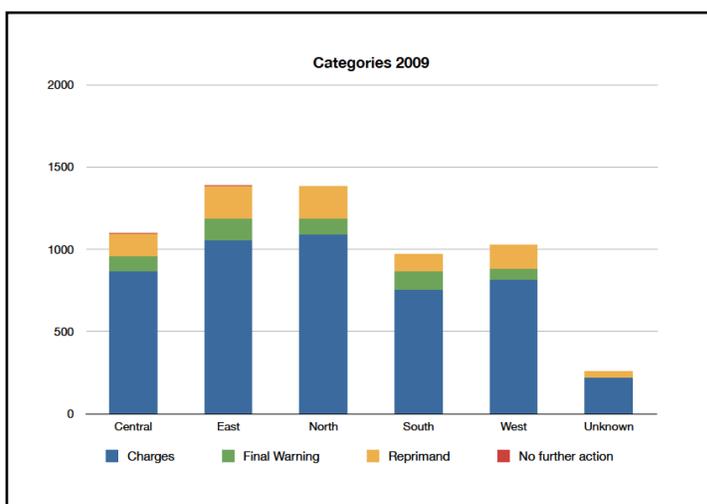
9.5 Young Disposals

Graphs 4 and 5 highlight the categories of youth disposals by category within each of the Birmingham YOT areas between 2008 and 2009.

Graph 4 YOT Disposal Categories 2008



Graph 5 YOT Disposal Categories 2009



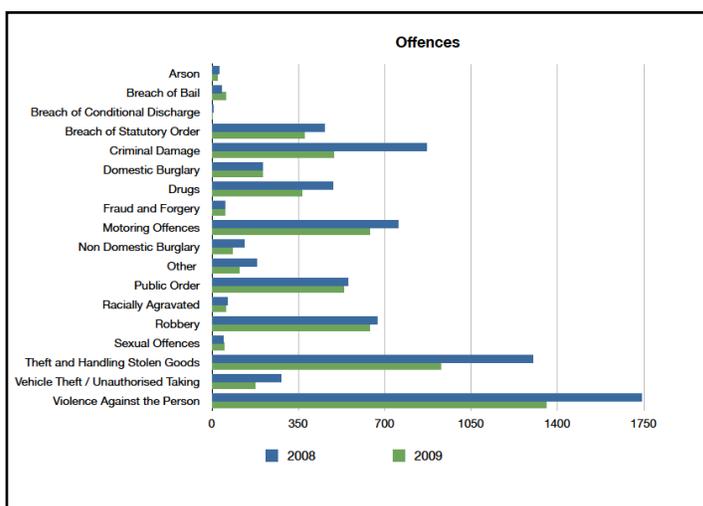
Source: Birmingham YOS 2010

As will be noted, the numbers of youth disposals in each of the YOTs and across the Birmingham area as a whole, has significantly reduced during 2009, compared with 2008. Details of the numbers of young people / disposals is highlighted at **Appendix F (Graphs)**.

9.6 Offences Committed by Young People in the Birmingham Area

Graph 6 highlights offences committed by young people across the Birmingham area between 2008 and 2009.

Graph 6 Key Offences Committed by Young People



As will be noted, there has been a noticeable reduction in offences committed by young people in the Birmingham area between 2008 and 2009.

More in-depth analysis of key offences can be located at [Appendix F](#).

Source: Birmingham YOS 2010

As will be noted, there has been a noticeable reduction in offences committed by young people in the Birmingham area between 2008 and 2009, although the number of Statutory Orders managed by the YOS has not fallen in line with Final Warning work. Significantly, the predominant offence young people in Birmingham commit, is violence against these persons, and these offences are more likely to receive a Statutory Court Order. As will be highlighted, broadening the role of the YCOs to include greater involvement in risk management, as well as early interventions, would further improve the Partnerships' drive to reduce violent crime by young people.

9.7 Summary of Findings

It is clear that there have been impressive reductions in the numbers of youth disposals within the Birmingham YOS as a whole, which is of course a credit to the Birmingham YOS and partner agency members.

In relation to YCOs there seems little doubt that the introduction of **Community Resolutions** has significantly reduced the numbers of young people they are tasked to deal with as Final Warning Case Officers.

We do however point out that 'it is early days' in relation to Community Resolutions and research will be required to gain an in-depth understanding of issues, such as which groups / categories of people are receiving Community Resolutions; and impacts on youth offending / re-offending rates, and the impacts on the work loads of front-line officers and key staff such as YCOs.

In relation to the current **workloads** of the YCOs / YOTs, we are cautious about delivering findings based solely on quantitative data. For example, whilst YCOs based in a YOT may be issuing a high number of 'low level' Final Warnings, other YCOs may be working in areas where gang culture, violence and knife crime are prevalent; which requires more intense interventions and time consuming multi-agency partnership working.

In relation to opportunities to consider where the YCOs should be based and to explore coterminosity between police and YOT boundaries (linked to recent police border changes, enabled by **Programme Paragon**), and to enable best use of valuable resources, we are grateful for the input of the Head of the YOS (Dawn Roberts) and the YCOs Line Manager (**Sergeant Tom Dobrovic**). Details of our findings, linked to this area of research are highlighted at **Section 11.10**.

We do note that '*there is still lots to do*' in relation to youth crime and anti-social behaviour in the Birmingham area. As **Graph 6** highlights, crimes linked to key issues such as drugs, public order / anti-social behaviour, robbery, theft and **violence** remain significantly high, and there seems little doubt that the numbers of young people being charged and PPOs remain issues to be managed within the YOS as a whole (see **Graphs 5** (above) and **7, Appendix F**).

10.0 External Research

10.1 Introduction

We are grateful to the following Youth Offending Services, YOS staff and police officers, who have taken time to share 'good practice', their approaches to youth justice, and discuss their roles, observations and comments:

- Dudley YOS / West Midland Police
- Stoke on Trent and Staffordshire YOS / Staffordshire Police
- Southwark YOS / Metropolitan Police
- Walsall YOS / West Midland Police

10.2 Dudley YOS / West Midland Police (Re-offences 2008 – 0.67, Cohort 177)

Two full-time police officers / YCOs are seconded to the YOS and appear to be well-integrated, and part of a multi-agency team. For example the YCOs contribute to regular YOT 'risk assessment' meetings, when 'high risk' young people are discussed and appropriate action is agreed, which includes close liaison / cooperation with operational police officers. An example of an outcome could be a request via the YCO for operational officers to closely monitor the activities of an individual young person / client identified by YOT staff as 'at risk' of offending, or 'breaching' court conditions.

The YCOs have taken on functions of the Youth Crime Officer, and in the case of the YCO who supports the 'J' Local Policing Unit (LPU) there is strong evidence of close links with operational policing. For example, the YCO attends and contributes to fortnightly Police Tasking and Coordinating Group meetings. As the local Detective Chief Inspector comments, *'There is no doubt that the YCO plays a key and important role in bringing and sharing intelligence. Indeed the content and outcomes of the meeting would be significantly reduced if he were not present. Utilising the YCO, information sharing is two ways – from the YOT to the police and back to the YOT. I cannot emphasise enough how important information sharing between the police and YOT is.'*

We also noted evidence of other 'good practice', in the form of established initiatives and a planned joint initiative:

- **Early Intervention Programme** – established on the J1 OCU in May 2007, to *'ethically divert young people away from the Criminal Justice System'*, the results to date have been a reduction in youth offending rates, including a reduction in a number of crimes such as criminal damage and

serious acquisitive crime offences (burglary, robbery and vehicle crime), an improvement in working practices between schools and the Police in the area. There is also anecdotal evidence of an increase in community satisfaction in relation to the policing of their area. The scheme is split into four elements:

1. Early identification of potential offenders through educational establishments

- Use of a consistent model for working with schools.
- Development of sustainable relationships with the educational establishments.

2. Training and development of police employees

- Youth Services training.
- Affecting Early Years (solution focused training).
- Training that is consistent with people working within education.

3. Positive activities for young people

- Sport and physical activity.
- Art & Drama.
- Intergenerational activities.

4. Early Offender Management of identified key young people

- Reprimand Clinics.
 - Bespoke action plans for identified offenders.
 - Work with YOS and other Criminal Justice partners.
 - Use, management and enforcement of bail conditions.
- **Reprimand Clinics** – are carried out within a Police Station environment, 7 to 14 days of a Reprimand being issued to the young person. The clinic is delivered against structured ‘scripts’ and the aim is to understand why the offences were committed, identify the factors that could lead to them offending again and to develop a bespoke action plan for the young person. Neighbourhood Team Sergeants / police officers are made aware of the young people who have attended the clinic who live in their area. A record of the clinic is retained and inputted into the intelligence systems. Outcomes include:

- 72% of the eligible people attended the Reprimand Clinics did not re-offend.
- Overall 13.1% re-offended.
- The re-offending rate prior to the introduction of the scheme was 25%.

- **Shop Theft Initiative, Merryhill Shopping Centre** – an innovative initiative [under development at the time of the research], where arrested young people and their parents / carers will be 'invited' to attend multi-agency 'workshops' to be held at the Merryhill Shopping Centre. Young people will receive appropriate interventions and their parents / carers will receive appropriate 'parenting' support and advice.

We are grateful for comments made by the Dudley YOT Manager, which are summarised as follows, *'I am delighted with the input of our YCOs, and cannot emphasise enough, how important it is to have them as part of our team. I am pleased with our partnership with operational policing, which the YCOs play a role in enabling. For example I am looking forward to the development of the intervention initiative to be launched at the Merryhill Shopping Centre. As well as supporting team members with offender management and the free flow of intelligence, the YCOs play a key role in delivering Final Warnings. It is important that interventions are carried out as early as possible and I have to admit to being concerned that on the whole, Community Resolutions are not including appropriate interventions. It is highly likely that without appropriate interventions, **we are delaying the inevitable**, and those young people currently receiving Community Resolutions will eventually be coming through the Criminal Justice System'*.

10.3 Stoke on Trent and Staffordshire YOS (Re-offences 2008 – **0.82**, Cohort 444)

Staffordshire Police and Stoke on Trent and Staffordshire Youth Offending Service work closely together to achieve three principal outcomes:

1. To reduce crime and anti-social behaviour by children and young people.
2. To prevent offending by young people happening in the first place.
3. To improve engagement of local communities and public confidence in the Criminal Justice System.

Strategy revolves around five key strands:

1. Engaging with young people.
2. Supporting young people as victims and witnesses.

3. Preventing young people from escalating within the Youth Justice System.
4. Targeting prolific and deterring young offenders.
5. Neighbourhood policing.

We are grateful to the YOS Head of Service, who has kindly provided access to the following 2008 / 2009 data / information and useful information that has enabled us to deliver a draft Job Description / Person Specification (**Appendix G**):

The Stoke on Trent and Staffordshire Youth Offending Services is fully committed to its target to reduce the number of young people entering the criminal justice system and has significantly exceeded national, regional and comparator YOTs performance. First Time Entrants reduced **55.7%** in 2007-2008 and a further **19.4%** reduction was achieved in 2008-2009 against a target of 2%. The numbers of young people entering the Youth Justice System has fallen from **602** in 2006-2007 to **253** in 2007-2008 and **204** in 2008-2009.

This is a significant achievement following the successful introduction of the Staffordshire Police and the Youth Offending Service's **Community Resolution Initiative** in April 2007 and creates confidence in the partnership achieving the LAA target of reducing FTE by a further **2%** in **2009-2010**.

It has enabled the Services to assess **404** young people who have been referred through this process. Of those, **318** received a Community Resolution and **86** received a police Reprimand. It should be noted that this initiative has resulted in **17%** of all these young people being referred to the Youth Inclusion Support Panel process to receive additional multi-agency support.

Youth Inclusion Support Panels have been embedded across the City of Stoke on Trent, and there are currently five operating, one in each Neighbourhood Policing Unit Area. The Panels are well attended by partners and support young people and families who are *at risk of offending and domestic violence*. Family Support Workers (Youth Offending Services), attend to help prevent young people at risk of offending becoming 'looked after', as a result of their behaviour.

The number of First-Time Entrants, who are 'looked after' reduced again during the last year. The YOS continues to undertake **Common Assessment Framework** assessments and initiate **'Team Around the Child'** meetings where additional services are required, during or following YOS interventions.

Data noted, includes information relative to **Community Resolutions** (CRs):

- **100%** of victims contacted by YCOs.
- **71%** of CRs have undertaken a restorative justice intervention.
- **38%** of CRs involved a letter of apology.
- **17%** of CRs involved a face to face meeting with victims.

We noted during a meeting with the Head of service that the YOS, in close partnership with Local Policing Units, is directly involved with the delivery / coordination of all youth interventions, which includes young people who are being identified as being 'at risk' of becoming involved in crime and anti-social behaviour.

The YCOs have also widened their remit to cover prolific young offenders (PPOs) – managed through a strategy of '**Prevent and Deter**', and involvement in policies linked to:

- Identifying higher risk groups
- A 'Scaled Approach'
- Integrated Offender Management

We have noted reference to utilising YCOs to become involved in interventions linked to young victims of crime – recognising that young victims of crime carry a high risk of becoming offenders.

We have also noted that the Stoke on Trent and Staffordshire YCOs generally wear uniform as part of their duties, rather than wearing casual civilian clothing (as adopted by the Birmingham YCOs). John Tate reasoning behind this is, '*So that young people and their parents recognise that access to police officers within the YOS is a formal and important part of the Criminal Justice System*'.

10.4 Southwark YOS / Metropolitan Police (Re-offences 2008 – **0.78**, Cohort 172)

We are grateful for the opportunity to visit and interview three YCOs and their Sergeant, all of whom are based in their own [secure] office within the Southwark YOT offices. The reason for a separate and secure 'Police Office' within the YOT is apparently linked to a need to ensure restricted (police only) access to police computers / to PNC etc. The YOT is operating under the '*Southwark Youth Triage Process*', which relates to all arrested young people under the age of 18 years. 'Triage' is available to:

- **Triage One** – minor offences (gravity score 1 or 2), with no previous offending history, police cautions or YOT 'concerns'.
- **Triage Two** – more serious offences (gravity factor 3), or previous offending history, police / YOT 'concerns'.

Triage is not available to **Triage Three** – very serious offences (gravity score 4), or subject to local policy, or prolific offender.

Following communications with an 'on-call' YOT worker, a decision is made regarding the suitability of disposal (e.g. Triage / Reprimand / Final Warning / Charge / NFA (No further action)). **Triage One** offenders are bailed to the first Sunday following the 10th day after their arrest. **Triage Two** offenders arrested between 9am and 10pm (Monday to Friday), and 12 midday and 8pm Saturday are visited in the Custody Area by a YOT Worker, who carries out an assessment, which is subject to a 'Joint Case Disposal Decision'.

Young offenders who attend the YOT under the Southwark Youth Triage Process receive appropriate interventions delivered by YOT Workers. On complying with bail conditions to attend the YOT and on satisfactory completion of the intervention(s), the Police Case Officer is informed and the crime is disposed of as 'NFA'.

Reprimands and Final Warnings are issued at Police Stations by police officers, and apart from initial interviews / assessments, the YOT based YCOs do not complete YOS Asset forms, or carry out any intervention work with young people. Such functions are completed by YOT staff.

The YCOs and their Sergeant monitor / collate youth related data, information and intelligence, which is disseminated to appropriate police sources and multi-agency partnership groups, with objectives to tackle local issues such as youth related anti-social behaviour, knife / gun crime and youth gangs. The team also has a role to support / update / liaise with victims of youth crime.

10.5 Walsall YOS / West Midlands Police (Re-offences 2008 – 1.16, Cohort 291)

We are grateful for the opportunity to meet with the Walsall YOT Manager, a key YOT staff member, the two YCOs and the police Partnership Inspector (Inspector Redfern).

The YCOs operate within an 'open plan' setting and like their Birmingham based counter parts, their key function is linked to the delivery of Final Warnings. The YOS delivers an innovative neighbourhood based **Triage initiative**, where a YOT Worker carries out appropriate interventions linked to **Community Resolutions**.

In relation to the role and functions of the YCOs, the YOT Manager says, *'I am really looking to extend their role and functions within my team. I want them to take on a more active and central role within the YOT, linked for example to early interventions and school / police liaison. I would like to see more support with supporting local issues, such as tackling anti-social behaviour, 'Youth Tasking Work' and becoming a conduit for the free flow of intelligence and information. I would like to see them take on more responsibilities in issues such as supporting victims. We have had good, and 'could be better' relationships with their immediate supervisors, and we have not been convinced in the past of the understanding operational officers have had of the YCO role, and their potential to support partnership working. I feel that the YCOs role could be a more attractive 'career development' option for police officers who have the potential and energy to rise through police ranks.*

Inspector Redfern says, *'There can be no doubt of our commitment to the work of the YOS, but I have to admit that until very recently, I had very little knowledge of the role of YCOs in the YOTs, or their potential for enabling productive links and information exchanges between the YOTs and operational policing. This is clearly something that needs to be put right. We also need to ensure we are getting 'value for money' out of the role of the YCOs, and I am not sure that this is not the case at the moment'.*

10.6 Summary of Findings

We have found the exercise of visiting other areas extremely useful in terms of establishing a 'broad brush' insight into 'what works' in relation to the role of YCOs working within the YOS. Whilst we would have valued the opportunity to spend more time in each of the areas to research some of the issues raised, we are pleased to provide a summary of our findings:

- On the whole, the YCOs are extremely well regarded and appreciated within the multi-agency YOT offices. They provide a valuable *'Police presence'* **within** the YOTs.
- 'Partnership working' within the YOS is enhanced significantly, when the YCOs have the opportunity to work in an 'open plan' office environment, with opportunities to mix on a one to one and group basis with other YOS workers.
- Whilst partnership working within the YOS is important, there are clear opportunities and benefits for the YCOs to support local operational policing and wider partnership initiatives, aimed at preventing and reducing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System.

- The YCOs are well placed to coordinate intelligence gathering (within and external to the YOS), and the dissemination of information to key partners, with objectives that include preventing and reducing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System.
- There are innovative opportunities for the YCOs and the YOS as a whole to become directly involved in local initiatives linked to early youth interventions and offender (PPO) management.
- There are opportunities for the YCOs to support other YOS workers, with particular reference to supporting victims of crime and the management of PPOs, and offenders 'at risk' of re-offending.
- On the whole, within the West Midlands Police area, there appear to be opportunities to 'market' and enhance the role and functions of the YCOs and the YOS as a whole, within **operational policing** environments. This is particularly relevant in relation to **intelligence sharing** and **partnership working** aimed at:
 - Preventing and reducing youth crime and anti-social behaviour.
 - Improving engagement of local communities and public confidence in the Criminal Justice System.

11.0 Summary of Research Findings

11.1 Introduction

Based on our research, we are pleased to provide a summary of findings that relate to the role and responsibilities of the Birmingham based YCOs, with particular reference to their role within the Birmingham YOS, and the Criminal Justice System as a whole.

11.2 The Way Forward – Government Lead

As highlighted at **Section 6.1**, the *Local Policing Guide for Early Intervention and Prevention of Crime and Anti-Social Behaviour (Management)*, NPIA, 2010, highlights across England and Wales police forces are changing the way they provide policing services to ensure they become more focused on the needs of all citizens. There is now only one central Government target for police forces, to **improve public confidence** that the police and local authorities are dealing with anti-social behaviour (ASB) and crime issues that matter locally.

As the guide points out, *'Neighbourhood Policing Teams' are at the forefront of police contact with children, young people and their families – the way they interact with young people in their area can have a key impact on improving community relations, helping reduce crime in local areas and improve confidence in the police'*.

Taking a preventative approach to tackling youth crime and ASB is at the heart of neighbourhood policing, and is part of the general principles of neighbourhoods, which run through the Guide:

- **Access** - to policing or community safety services through a named point of contact
- **Influence** - over community safety priorities in their neighbourhood
- **Interventions** – joint action with communities and partners to solve problems
- **Answers** – sustainable solutions to problems and feedback on results

There is also an acknowledgement of the need for agencies to **work together** to **prevent** youth crime, with an emphasis on the value of **early interventions**. This is outlined in the document, *The Youth Crime Action Plan Handbook for Practitioners*, HM Government, 2010, which promotes three complementary strategies:

- **Prevention**
- **Non-negotiable support**

- **Tough enforcement**

11.3 The Role of Youth Crime Officers Within the Criminal Justice System

Based on national, regional, sub-regional and local policy and strategies (see **Section 6**) we have no doubts that the Birmingham based YCOs have a key role to play in the achievement of youth related national, regional, sub-regional and local aims and objectives.

The Birmingham YCOs are extremely professional in their approach to their work, and are, on the whole, well regarded and appreciated *within* the multi-agency YOT offices. They provide a **valuable** and **essential** 'police presence', which is clearly best delivered by their working **within** YOT offices, and in **close partnership** with fellow YOT staff members and other key multi-agency members.

11.4 The Cost of Youth Crime Officers

As highlighted at **Section 7.8**, excluding training costs, and taking into account costs that include officer salaries, supervision and the OCU budget, we *estimate* the **actual** annual West Midlands Police contribution to the Birmingham YOS to be in the region of **£520,464**, which relates to a cost of:

- **£52,046** per officer per year; or
- **£104,092** per YOT.

11.5 Role and Functions of the Birmingham Based YCOs

The Birmingham YCOs are highly trained and valuable and appreciated members of the Birmingham YOS. Their primary role has been focussed on delivering Final Warnings and associated record keeping / carrying out and arranging appropriate interventions and information sharing; included gathering intelligence on behalf of West Midlands Police. It is apparent that the YCO Job Description (**Appendix A**) which outlines other 'key main duties and responsibilities', is not being fully utilised, which we will be highlighting as, in part, essential to the future roles and responsibilities of the YCOs.

Other tasks carried out by the Birmingham YCOs include specific interventions for young people subject to Reprimands and Community Resolutions; officers designing and implementing group and individual intervention programmes; for example in response to new Government guidance on dealing with knife crime. There is however, a lack of consistency across the YOS in the implementation and emphasis on such tasks, which requires attention.

During our research, it has become apparent that, on the whole, operation police officers have limited knowledge of the roles of the YCOs within the YOTs, and how they could enhance their front line roles of preventing and detecting crime. As will be highlighted, increased emphasis of ‘partnerships’, as a result of Programme Paragon, the subsequent force restructure and our recommendations, should lead to increased awareness of and engagement with the YCOs.

For example, it has been an observation, that on the whole within the Birmingham area, there is excellent and innovative work going on **within** local YOTs **and** at operational (LPU) policing levels to deliver common objectives, which include preventing and reducing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System. In relation to the role of the YCOs, we have noted a useful analogy, of there being a number of locally based LPU and YCO ‘**beehives**’, containing valuable resources and sources of information and intelligence; with each working independently, without much input from the YCOs - see **Figure 2**.

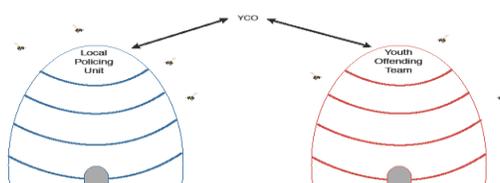
Figure 2 LPU / YOS ‘Beehives’



11.6 Opportunities for Partnership Working

As outlined at **Figure 3**, it is the view of many we have spoken to, that the ideal situation would be for the Birmingham based YCOs to be playing a significant role in ‘connecting’ the ‘beehives’ together in terms of youth related police / YOT / multi-agency intelligence coordination, information sharing and innovative partnership working (For ‘good practice’ see **Section 10.2**, Dudley YOS / West Midlands Police).

Figure 3 LPU /



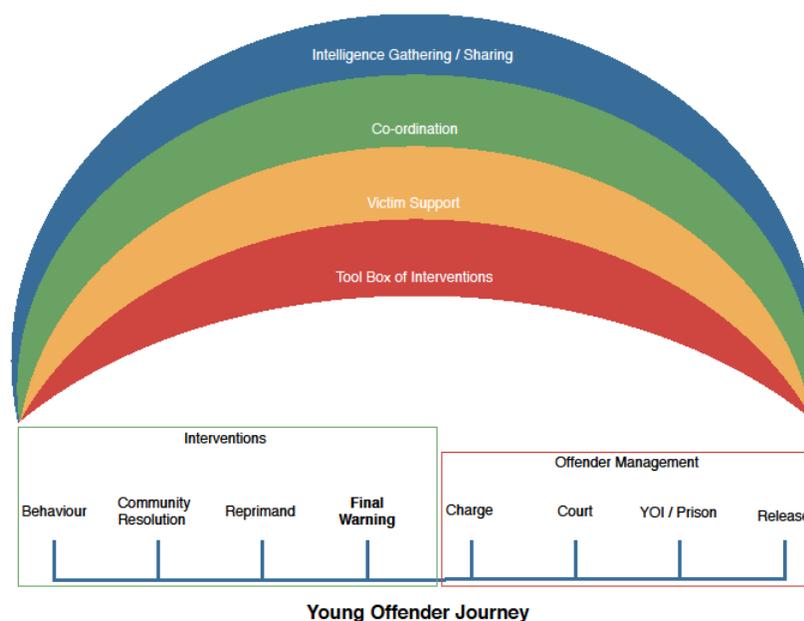
YOS ‘Beehives’

We have noted examples within the Birmingham YOTs of ‘good practice’ in relation to information sharing, partnership working, and offender management involving and enabled by YCOs; and feel there is now an opportunity for the Birmingham YCOs to formally ‘expand’ their current ‘Police’ roles and functions well beyond their current ‘prime’ role of overseeing Final Warnings within the YOTs.

11.7 The ‘Offender Journey’

Figure 4 (*The Offender Journey*) provides a useful overview of how the role and functions of the Birmingham based YCOs could be enhanced to provide ‘value for money’ and support West Midlands Police and the Birmingham YOS achieve key youth based objectives.

Figure 4 The ‘Offender Journey’



Understanding that young people choose to enter the ‘Offender Journey’ at different points and different times in their lives, our research has indicated that ‘it is never too early for key agencies such as the YOS and the police to intervene in this process’. As highlighted, there is also clearly a key role for the YCOs to play in offender / PPO management.

Across the Birmingham area YOS staff record assessments and interventions on the Service Care Management System RAISE, which enables timely reporting to the Youth Justice Board and the Birmingham YOS Management Board. We have however noted that in the Birmingham area, in respect of pre-court work, apart from interventions carried out by the YCOs at the Final Warning stage of the ‘Offender

Journey', early, structured and 'recorded' (in line with the Asset system) assessments and interventions can be fragmented, informal, and not fully 'recorded'.

For example, at the time of our research, in the case of **Community Resolutions**, structured and 'recorded' interventions are generally a rare occurrence. Based on our findings, we feel these, and other opportunities for structured and recorded early interventions are '*opportunities missed*' by the YOS and West Midlands Police. It is therefore our view that the role and functions of the YCOs could be enhanced to enable:

- YOT / LPU / multi-agency youth related intelligence gathering and sharing.
- Supporting and coordinating early community based and YOT based youth interventions – e.g. establishing a 'Toolbox of Interventions', delivering appropriate training aimed at YCOs, other YOT staff, local police / School Based / Community based officers / Police Community Support Officers (PCSOs).
- 'Adding value' to victim support.
- Supporting Offender / PPO Management.
- Direct involvement in innovative internal / external [to the YOTs], multi-agency, partnership working.

11.8 Risk Management

The YOS has risk management responsibilities under the **Prolific and Other Priority Offender Strategy** and **MAPPA** arrangements. In each of the five areas, YOTS hold local Level 1 Risk Panel meetings to ensure the risks of individual young people are managed locally or are urgently referred to multi agency risk meetings including the Shared Priority Forums (a pan Birmingham Youth Shared Priority Forum will be implemented in June 2010), MARAP Level 2 meetings (specific to young people most at risk of causing serious harm to others) and MAPPA meetings ('critical few' at immediate risk of causing harm to others) to ensure joint risk management arrangements are in place and reviewed.

YCO's currently play a limited role in these arrangements. We would concur with feedback from within the YOS and police that there should be a strengthening of the YCO role, to further improve the risk management of those assessed as most at risk of causing serious harm and most at risk of re-offending or becoming the prolific and priority offenders in the future in the following ways:

- YCO's to attend appropriate Level 1 Risk Panels (to be agreed in consultation with YOT Managers and YCO LPU Line Mangers), and to ensure good liaison with local officers within the LPUs

- YCOs to have good working knowledge of those young people referred to the multi agency risk meetings and to enhance communication with LPU officers, including on enforcement or support issues, whilst also being available to undertake tasks, such as joint home visits

11.9 The Way Forward

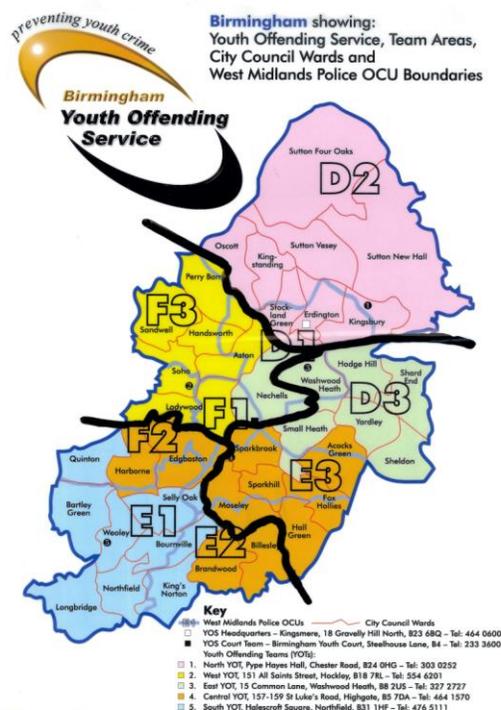
As highlighted at **Section 9.7**, there is no doubt that the Final Warnings workloads of the YCOs have fallen. In a 'business sense', four options are open to enable the YCOs to deliver 'value for money':

1. Do nothing
2. Reduce 'overheads' – e.g. the number of YCOs within the YOS /YOTs.
3. Broaden the roles and functions of the YCOs within the YOTs / YOS, with aims that include:
 - c) Building on the role of YCOs in supporting initiatives such as tackling knife crime, and additional / piloted work being carried out respect of the officers involvement in interventions linked to Reprimands and Community Resolutions, and strengthening of the YCO role, to further improve risk management
 - d) Achieving the objectives of West Midlands Police and the Birmingham YOS – e.g. reducing and preventing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System.
4. A variation of 2 and 3

11.10 The Location and Number of YCOs

We are mindful of recent developments within West Midlands Police, enabled by **Programme Paragon**. **Figure 5** highlights, details of the outcomes of recent police boundary changes (Four LPUs), in comparison to the existing five YOT boundaries (Central, East, North, South, West).

Figure 5



As will be noted, there is currently a clear 'miss-match' of police LPUs, linked to existing YOT offices. Based on conversations with the Head of the Birmingham YOS (**Dawn Roberts**) and the YCOs Line Manager (**Sergeant Dobrovic**) and the outcomes of our quantitative and qualitative research, we feel there is an opportunity to enable a degree of coterminosity; and to consider an immediate reduction in the number of YCOs operating within the Birmingham area.

Understanding that there are no immediate plans to reduce the number of YOTs, we feel there is an opportunity to:

- Merge the roles and responsibilities of the YCOs based in the **East** and **Central** YOT offices.
- Reduce the numbers of YCOs from four to three (for a pilot period of 12 months).

We feel that such action will enable linkage between the newly formed LPUs and the YCOs, ensure adequate police resources to the YOTs and appropriate resource cover (e.g. leave, sickness) for the YCOs supporting the East and Central YOT Offices.

It seems appropriate that a permanent (one YCO) YCOs presence is maintained in each of the East and Central YOT offices, with the remaining YCO providing 'floating cover', perhaps specialising in issues such as risk management / victim support / liaison.

As highlighted at **Section 9.7**, whilst we are cautious about delivering findings and making recommendations based on quantitative data; based on our conversations with the Head of the Birmingham YOS and the YCOs Line Manager and our wider research findings, we feel there is merit in the above.

We are cautious about recommending a more radical reduction in the number of YCOs. As highlighted at **Section 12**, we are recommending significant increases in the workloads and responsibilities of the YCOs; and as highlighted at **Section 9.7**, *'there is still lots to do'* in relation to tackling youth crime and anti-social behaviour in the Birmingham area.

As **Graph 6** highlights, crimes linked to key issues such as drugs, public order / anti-social behaviour, robbery, theft and **violence** remain significantly high and there seems little doubt that the numbers of young people being charged and PPOs remain issues to be managed within the YOS as a whole (see **Graphs 5** (above) and **7, Appendix F**).

11.11 In Summary

Based on our findings, we are pleased to make a number of recommendations, which are listed at **Section 12**. It is of course clear in times of economic recession and associated 'belt tightening', that the option to '*do nothing*' **cannot be an option**.

12.0 Recommendations

12.1 Introduction

Based on our research, we are pleased to make the following recommendations concerning the role and functions of the **Birmingham based YCOs**:

1. It is our view that YCOs have a key and integral role to play **within** YOT offices, which **we recommend** should continue, with continued encouragement for the officers to work in **close partnership** with fellow YOT staff members and other key multi-agency members.
2. Based on available research, careful consideration needs to be given to the number of YCOs deployed in the Birmingham area. We do note that the YCOs provide essential cover for each other within each of the five YOT offices. Clearly the YCOs could provide 'cross border' cover for each other as required. We note that the number of police 'areas' to be served by the YCOs / YOS in the Birmingham areas have been reduced from nine to four as a result of **Programme Paragon**. In the long-term, this could of course be an ideal opportunity to reduce the number of YOT offices (from five to four) in the Birmingham area and enable a subsequent reduction of two YCOs. In the short term, as highlighted at **Section 9.7**, '*there is still lots to do*' in relation to youth crime and anti-social behaviour in the Birmingham area, we are concerned that an immediate significant reduction in the number of YCOs could play a significant role in stalling excellent progress made in reducing youth related crime and disposals in the area. With this in mind, we **recommend** that:
 - The roles and responsibilities of the YCOs based within the **East** and **Central** YOT offices are **merged**.
 - The number of YCOs based within the two YOT offices are **reduced from four to three** (for a pilot period of 12 months).
 - Any decision to further reduce the numbers of YCOs in the Birmingham area is delayed for at least 12 months until the outcomes of **Recommendation 3** are independently evaluated (see **Recommendation 9**).
3. It is essential that the YCOs are supported to '**raise their game**' in relation to their roles and responsibilities, both within the YOTs and in relation to how they support operational policing and multi-agency partnership working. In addition to their current role including delivering YOT based Final Warnings, and associated record keeping / carrying out and arranging appropriate interventions, we **recommend** that opportunities are taken for the officers to broaden their roles and responsibilities to become directly involved in:

- Extending YOT / LPU / multi-agency youth related intelligence gathering and sharing.
- **Early** youth interventions – ‘capturing’ young people as soon as they enter the ‘*Offender Journey*’ (see **Figure 4**).
- There should be a strengthening of the YCO role to further improve the **risk management** of those assessed as most at risk of causing serious harm and most at risk of re-offending or becoming the prolific and priority offenders in the future in the following ways:
 - YCO's to attend Level 1 Risk Panels where appropriate, and to ensure good liaison with local officers in the LPU.
 - YCO's to have good working knowledge of those young people referred to the multi agency risk meetings and to enhance communication with LPU officers, including enforcement or support issues, whilst also being available to undertake tasks, such as joint home visits.
- Increased Victim support / restorative justice.
- In partnership with the YOT and LPU, supporting the delivery of innovative multi-agency, partnership working aimed at:
 - Preventing and reducing youth crime and anti-social behaviour.
 - Improving engagement of local communities and public confidence in the Criminal Justice System.

In the interests of sharing ‘good practice’, we **recommend** that there is value in liaising with Youth Offending Services and police officers based in areas such as **Stoke on Trent and Staffordshire** and **Dudley** (see **Section 10**), when opportunities can be taken for all areas to share ‘good practice’ in areas such as early interventions (Stoke on Trent and Staffordshire), links with YOTs / LPUs (Dudley) and knife crime initiatives (Birmingham).

4. In relation to youth interventions, we **recommend** that the YCOs play a supporting and coordinating role, which should involve:
 - **Supporting early** community based and YOT based youth interventions – e.g. establishing / maintaining a ‘Toolbox of Interventions’, aimed at supporting **all** interventions, from, for example anti-social behaviour, Community Resolutions, to Final Warnings (see **Figure 4**, The ‘*Offender Journey*’). To deliver appropriate training aimed at YCOs, other YOT staff, School Based / Community based officers and local patrol staff.

- **Coordinating all** Birmingham wide youth interventions – e.g. maintaining YOT based records of all interventions (including Community Resolutions) and agreeing with local police officers, such as local police patrol staff, School Based Officers, Young Persons Officers, who is best placed to deliver the appropriate intervention and how / where the intervention should be delivered.
5. We **recommend** that the Job Description of the YCOs is updated to reflect their recommended roles and responsibilities. We also recommend that the Job Description includes a **Person Specification** for the post that reflects what will be a challenging and demanding post. We are pleased to attach a suggested / draft Job Description / Person Specification attached at **Appendix G**. As will be noted within the Person Specification, the YCOs will **need to be flexible regarding hours worked**, which are likely to move away from traditional 9am to 5pm hours of working, and are likely to include weekend working, to ensure appropriate support to operational officers and access to increasing numbers of young people.
 6. Subject to the Job Description / Person Specification being approved, we **recommend** that its contents are circulated to appropriate staff, to ensure a multi-agency understanding of the 'updated' roles and responsibilities of the YCOs.
 7. Whilst the current management of the YCOs is clearly working in relation to professional development and day to day supervision, opportunities are being missed to integrate the officers into day to day '**operational policing**'. We therefore **recommend** that direct police line management be 'handed over' to appropriate supervisors within the recently established LPUs. We do however recommend that their current police line manager (Sergeant Dobrovic, Safer Birmingham Partnership) retains a more 'hands off', strategic responsibility for the YCO role, which we feel should include ensuring that the revised role and functions 'model' of the Birmingham YCOs is maintained and enabling the on-going and innovative delivery of coordinated, strategic, multi-agency partnership working and the development and delivery of related 'good practice' across the Birmingham area.
 8. We **recommend** that steps are taken to enable earlier 'hand over' of young people being case managed by the YCOs. For example, it would be ideal if clients could be referred to Youth Services and / or approved mentors.
 9. Subject to the adoption of the above recommendations, we **recommend** that the effectiveness of the YCOs is independently re-evaluated in **12 months** time, with objectives, that include researching '*value for money*' and the role the YCOs have played in the delivery of key West Midlands Police and Birmingham YOS aims and objectives.

13.0 Conclusions

13.1 Introduction

We are pleased to present this report, which we trust meets the requirements of the commissioners, West Midlands Police (Birmingham) and the Birmingham Youth Offending Service (YOS). Whilst we have found the commission 'challenging', in terms of the depth of research carried out, we have not found the task to be too onerous, which we feel is due to the excellent support provided by the commissioners in providing requested data and information and the fact that in some ways, this report has 'written itself'.

We feel that this is because, based on national, regional and local youth based policies and associated strategies, the Youth Offending Service and Birmingham based Youth Crime Officers (YCOs) are clearly well placed to deliver key 'cross boundary' aims:

- Preventing and reducing youth crime and anti-social behaviour.
- Improving engagement of local communities and public **confidence** in the Criminal Justice System.

We also feel that the timing of this evaluation is opportune, as we are confident it will inform West Midlands Police '**Programme Paragon**' (*aimed at shaping the organisation for the future and linked to key drivers for change*) and a recent Home Office / Youth Justice Board letter dated 18 March 2010, addressed to YOS, titled, '*Role of YOT based Police Officers*'.

13.2 Key Findings

As outlined above, we feel that the Birmingham Youth Offending Service and the Birmingham based YCOs are well placed to deliver key youth related aims and objectives sought at national, regional and local levels.

We are however, aware that the YCOs are expensive resources that must demonstrate '*value for money*' in times of economic hardship and associated cut backs to key services.

Based on our findings, it has become clear that, whilst the YCOs carry out an important key task within local Youth Offending Teams (YOTs) of delivering Final Warnings, they must be supported to '**raise their game**'; if an option to reduce the number of YCOs is to be avoided.

This is particularly relevant as the Final Warning workload of the YCOs has been reduced by around **30%**, since the innovative introduction of **Community Resolutions** by West Midlands Police.

We feel we have identified a 'gap in service' in relation to Birmingham based youth interventions and significant opportunities for the YCOs to support West Midlands Police and the Birmingham YOS achieve aims and objectives, linked to young people and the Criminal Justice System.

An example of a 'gap in service', includes there being no formal interventions in place for the majority of young people receiving Community Resolutions, which according to an experienced YOT Manager we have interviewed, '*Risks delaying the inevitable return of a significant number of young people into the Criminal Justice System*'. National polices recommend **early** and meaningful interventions for those young people who have entered the Criminal Justice System (see **Section 6**).

It has become clear to us that there are opportunities for the YCOs to expand their roles and responsibilities to become directly involved in:

- YOT / LPU / multi-agency youth related intelligence gathering and sharing.
- **Early** youth interventions – i.e. 'capturing' young people as soon as they enter the '*Offender Journey*'.
- Risk Management.
- Victim support / restorative justice.
- In partnership with the YOT and LPU, supporting the delivery of innovative multi-agency, partnership working aimed at:
 - Preventing and reducing youth crime and anti-social behaviour.
 - Improving engagement of local communities and public confidence in the Criminal Justice System.

13.3 Recommendations

Appreciating the understandable case to reduce the number of YCOs within the Birmingham area, we have made a number of key recommendations that include merging the roles and responsibilities of the YCOs based at the **East** and **Central** YOT offices and reducing the numbers of YCOs based at these offices from four to three; with a clear over arching mandate for all YCOs to '**raise their game**', which as a whole will play a role in demonstrating '**value for money**'.

Our recommendations will not provide easy options for the YCOs, the Birmingham YOS and West Midlands Police, as they involve:

- The YOS as a service taking on 'responsibility' for administering **all** early youth based interventions, from poor behaviour to Final Warnings (to be 'front-end' administered by the YCOs).
- Increases in workloads and responsibilities for the YCOs, which could potentially challenge any one of the officers.
- A requirement by YOT Managers to place increased levels of trust and responsibilities onto the YCOs.
- A likelihood of a requirement to provide additional training and support to a number of the YCOs.
- A risk that the YCOs will not receive such high quality supervision and opportunities for personal development, currently provided by their Sergeant based within the Safer Birmingham Partnership.
- A risk that the current 'productive working relationship' between the police / YCOs and the YOS, enabled by the Sergeant based within the Safer Birmingham Partnership is compromised.

13.4 In Conclusion

As highlighted, it is clear that the commissioners have a number of choices in relation to the future deployment of the YCOs.

It is our view that the immediate option for the commissioners to take is the option which includes significantly realigning the roles and functions of the YCOs within the YOTs / YOS, with aims that include achieving the objectives of West Midlands Police and the Birmingham YOS – e.g. reducing and preventing youth crime and anti-social behaviour, and improving public confidence in the Criminal Justice System.

As highlighted within **Section 10.0** we recommend that the effectiveness of the YCOs is independently re-evaluated in **12 months** time, with objectives, that include researching '*value for money*', and the role the YCOs have played in the delivery of key West Midlands Police and Birmingham YOS aims and objectives.

Appendix A

**WEST MIDLANDS POLICE
JOB DESCRIPTION**

OCU / DEPARTMENT: Community Safety Bureau	POST NUMBER:
SECTION: Youth Offending Team	POST TITLE: Youth Crime Officer
GRADE: Constable	DATE: June 2004

1. JOB PURPOSE

As a member of the Youth Offending Team, fulfil the Police function, with the aim of reducing youth crime via enforcement and intervention measured. The Youth Crime Officer will provide a central intelligence function between the Community Safety Bureau and the Youth Offending Team.

2. MAIN DUTIES AND RESPONSIBILITIES

- a) Administer Final Warning scheme. From assessment, administration through to completion of records via JCIS and Careworks / YOSIS, ensuring that initial intervention is completed within the process.
- b) Monitor all reprimand referrals, liaising with the Young Persons Officer, ensuring they are aware of those most at risk, providing advice regarding the appropriate support networks available for the offender.
- c) Liaise with School Based Officers (SBO) to develop joint intervention / diversion initiatives for most at risk young people.
- d) Assist in identifying prolific and other priority offenders (PPO's), and liaise with Offender Management Team to ensure their effective management.

- e) Submit intelligence via the Intelligence Management System (IMS) and contribute to target profiles of youth PPO's.
- f) Represent West Midlands Police at assessments and case conferences of young people conducted by the Youth Offending Team.
- g) Support the restorative justice process and assist by obtaining victim details where necessary.
- h) Where appropriate, liaise with the Young Person's Officer to assist in the co-ordination of Acceptable Behaviour Contracts (ABC's) and Anti-Social Behaviour Orders (ASBO's).
- i) Liaise with the Offender Management Team and Young Person's Officer within the Force Community Safety Bureau and attend relevant force and OCU meetings and well as YOT meetings, implementing outcomes and ensures sharing of best practice.
- j) Comply with the force and YOT policies in relation to Equal Opportunities, Diversity Issues, Health and Safety legislation and any other legislative requirements.
- k) Promote the role of the Youth Crime Officer to partner agencies and colleagues via training inputs for both YOT and police staff, raising the awareness of the Police within the YOT and across the force area.
- l) Attend relevant training provided by the YOT and Police.
- m) Keep abreast of new legislation and procedures relevant to the role.
- n) Maintain personal evidence and professional competence for staff development and review, within the Personal Development Review (PDR) process.
- o) Carry out any other duties commensurate with the rank, which may from time to time be determined through liaison between YOT Manager and OCU.

3. QUALIFICATIONS

Essential Requirements

Desirable Requirements

4. SUPERVISORY RESPONSIBILITY

5. SUPERVISION RECEIVED

The Youth Offending Team Manager will have day to day supervisory responsibility, and the CSB Sergeant will have overall responsibility for the officer's professional development and the completion of the Professional Development Review (PDR), having consulted with the YOT Manger.

Youth Crime Officers operating within the Birmingham Youth Offending Teams will be line managed by the Birmingham Local Authority Liaison Office (LALO), who will receive strategic direction from the Police lead for Youth Offending, Birmingham.

6. CONTACTS OUTSIDE OWN SECTION

7. SPECIAL CONDITIONS

The Authority reserves the right to vary the duties and responsibilities of staff under conditions prescribed in national agreement. Thus, it must be appreciated that the above duties may be altered as the future changing needs of the service may require. In addition, members of staff are liable to serve at any of the Authority's places of employment as may be required.

Post No:

Date:

ODT	
EJH	

Appendix B

Re-Offending 2008 / 2009: Comparison with other Services

Authority	Re-offending rate (re-offences)	Numbers of Offenders in Cohort	Number of Offences committed in 12 months
Birmingham	0.71	947	674
Leeds	1.16	924	1071
Coventry	0.97	264	257
Leicester	0.95	423	400
Bradford	1.18	515	609
Manchester	1.19	530	633
Greenwich	0.71	133	95
Sheffield	1.14	482	550
Newcastle	1.83	417	764
Liverpool	1.25	379	398
Lewisham	0.95	176	167
Southwark	0.78	172	135

Source: YJB 2009

Appendix C

YOS Training undertaken by YCOs at Birmingham YOS

YOS ID Number	Course
423	Induction. Sporting Chance. Assessment, Planning and Supervision. Anger management. Motivational Interviewing. Asset. Offending Behaviour Programmes. Intro to Restorative Justice and Cognitive-behavioural approaches. Jigsaw. Young People Who Sexually Abuse
3462	Induction. Sporting Chance. Anger Management. Offending Behaviour Programmes. Intro to Restorative Justice and Cognitive-behavioural Approaches. Jigsaw. Substance Misuse (Tier 1).
117	Sporting Chance. Intro to Restorative Justice and Cognitive-behavioural Approaches. Young People Who Sexually Abuse. Teen Talk. Managing Risk in the Community. Knife Referral Programme. Manual Handling.
271	Induction. Sporting Chance. Teen Talk. Young People Who Sexually Abuse. Managing Risk in the Community. Knife Referral Programme. Manual Handling.
2243	Induction. Jigsaw. Motivational Interviewing. Managing Risk in the Community. Substance Misuse (Tier 1). Young People Who Sexually Abuse. Intro to Restorative Justice and Cognitive-behavioural Approaches. Knife Referral Programme. Bereavement Awareness. Autism Awareness.
2242	Induction. Teen Talk. Young People Who Sexually Abuse. Motivational Interviewing. Managing Risk in the Community. Knife Referral Programme. Substance Misuse (Tier 1). Intro to Restorative Justice and Cognitive-behavioural Approaches. Jigsaw. Bereavement Awareness. Autism Awareness
2264	Induction. Teen Talk. Motivational Interviewing. Anger Management. Sporting Chance. Offending Behaviour Programmes. . Intro to Restorative Justice and Cognitive-behavioural Approaches. Bereavement Awareness
2677	None to date
6872	Intro to Restorative Justice and Cognitive-behavioural Approaches. Knife Referral Programme. Jigsaw. Manual Handling.
6844	Induction. Young People Who Sexually Abuse. Autism Awareness. Intro to Restorative Justice and Cognitive-behavioural Approaches. Jigsaw. Knife Referral Programme. Manual Handling

Appendix D

Birmingham YOS / YCO Interventions

Youth Interventions – Birmingham Youth Offending Service						
Title	Target Group	Key Objectives	Anticipated Outcomes	Group / Individual Delivery	Delivered By (e.g. Police / Other YOT Staff / Both)	Source (e.g. YJB / Police)
Anti-Social Behaviour Split Second Work Sheets	All Final Warning Target Reprimand Target Community Resolution Triage	Educate regarding what constitutes anti-social behaviour, law, ABC and ASBO procedure/consequences	Reduce ASB and offending. Reduce conflict with officers on the street	One to one or small groups.	YCOs	Police
Firearms, Offensive Weapons, Guns and the Law Split Second Work Sheets	All Final Warning Target Reprimand Target Community Resolution Triage	Educate regarding consequences of carrying any form of weapon/imitation firearm	Reduce possession of weapons, and ensure understanding of what constitutes a weapon.	One to one or small groups.	YCOs	Police
Teen Talk Offence Questionnaire	All Final Warning Target Reprimand Target Community Resolution Triage	Knowledge checks following initial intervention plus discussion of most common offences committed by young people.	Reduce offending by highlighting most commonly committed offences and opening discussion with young offender.	One to one or small groups	YCOs	YOS
Topical News Articles	All Final Warning Target Reprimand Target Community Resolution Triage	Highlight offence subject of YOT referral or previously delivered resource.	Evidence relevance of intervention to young person, and highlight social unacceptability of offending.	One to one or small groups	YCOs	National News

Independent Evaluation Birmingham Based Youth Crime Officers

Title	Target Group	Key Objectives	Anticipated Outcomes	Group / Individual Delivery	Delivered By (e.g. Police / Other YOT Staff / Both)	Source (e.g. YJB / Police)
Victim related Offence Chart, effect sheet	All Final Warning Target Reprimand Target Community Resolution Triage	Victim awareness / restorative justice	Reduce Offending by encouraging victim empathy and deeper understanding of the impact on others of certain offences	One to one or small groups	YCOs	YOS/Restorative Practice Worker
Respect Gang Worksheet	All Final Warning Target Reprimand Target Community Resolution Triage	Identify young persons understanding and highlight misconceptions of gang association.	Open debate around gangs; highlight the negative effects of being involved in gangs; offer diversion where necessary	One to one	Y YCOs	Police
Tooled Up	All Final Warning plus Reprimand, Community Resolution and Triage at risk of using/possessing weapons	Using music, drama and real life victims of knife crime to educate YP of dangers/consequences of carrying a knife	Reduce possession of weapons specifically knives, encourage YP to report anyone in possession to adults. Make schools safer	One to one and groups	YCOs and available/used by YOT staff.	Police
Alcohol Pack	Final Warning, Reprimand, Community Resolutions and Triage where this is part of offence or use of has been identified in assessment	Educate regarding consequences of excessive use of alcohol to health and offending	Reduce ASB, violent crime and excessive use of alcohol. Help YP understand physiological/psychological and social effects of alcohol	One to one or small groups	YCOs	External Training

Independent Evaluation Birmingham Based Youth Crime Officers

Title	Target Group	Key Objectives	Anticipated Outcomes	Group / Individual Delivery	Delivered By (e.g. Police / Other YOT Staff / Both)	Source (e.g. YJB / Police)
Cannabis / Drug Pack	Final Warning, Reprimand, Community Resolutions and Triage where this is part of offence or use of has been identified in assessment	Educate regarding consequences of excessive use of cannabis/drugs to health and offending	Reduce / prevent substance abuse and crime associated with that abuse	One to one or small groups	Y YCOs	External Training
Victim Awareness	All Final Warning Target Reprimand Target Community Resolution Triage	Encourage and facilitate in understanding the consequences of their actions on victims and the wider community	Reduce offending, encourage empathic thinking and restorative justice	Group Work	Restorative Practitioner	YOS
Knife Crime Groups	All Youth Offenders possessing or involved in crimes where a knife or bladed article has been used	Educate YP of dangers/consequences of carrying a knife.	Reduce possession of weapons specifically knives, open debate amongst YP to help them challenge others who 'carry'	Group work or one to one	YOT workers and Youth Crime Officers	Police and YOS
Graffiti Projects	Youths involved in graffiti, vandalism or criminal damage	Educate regarding consequences of causing damage by being involved in removal process	Reduce graffiti and vandalism in City. Ensure Restorative justice is completed. Encourage understanding of negative effects on communities of vandalism	Minimum of four two hour sessions	YOT Support	YOS
Sexual Health	Sexually active young offenders	Educate regarding dangers of unprotected sex, acceptable behaviour and law and	Reduce under age pregnancy, STDs and sexual offences	Drop in at YOT or referral to SHB Team	Sexually Harmful Behaviour Team	YOS

Independent Evaluation Birmingham Based Youth Crime Officers

		offer YP chance to have frank discussion in non-judgemental environment				
Shared Resources (developed by East YOT)	Tailored to individual FW, Reprimand, Community Resolution and Triage offenders	Specific Offence education, law, consequences, victims	Reduce re-offending by highlighting consequences	One to one or group	YCOs	YCOs
Music Group	Young Offenders with interest in music or associating with gangs	Develop interest, constructive use of free time; examine lyrics and their use in gang affiliation/violent crime	Reduce re-offending by offering more positive use of lyrics, and constructive use of leisure time	Group	YOT Worker	YOT
Motor Vehicle Group	Young offenders involved in vehicle crime or with interest in motor vehicles	Develop interest and or educate regarding consequences of vehicle crime and Road Traffic Offences	Reduce vehicle crime and Road Traffic Offences and positive use of time	Group	YOT Worker	YOT
Brake Road Safety Presentation	Young offenders involved in vehicle crime or with interest in motor vehicles	Develop interest and or educate regarding consequences of vehicle crime and Road Traffic Offences	Reduce vehicle crime and Road Traffic Offences and encourage YP to challenge others whom they know are involved in above	One to one or group	YOT Worker and YCOs	External training

Appendix E

Case Studies (Names changed and identities protected)

Case Study 1 - Keaton

Keaton is 15 years of age and lives in the Birmingham area with his mum and twin sister. According to his mother he is diagnosed with Attention-Deficit Hyperactivity Disorder (ADHD) and Oppositional Defiant Disorder (ODD). She also believes that he is schizophrenic and is looking for him to be assessed. Keaton's mother has a drink problem, which *'gets in the way'* of his relationship with his mother'. Keaton was interviewed in company with his mother.

They have *'always argued'*, which Keaton does *'not enjoy'*. Things eventually came to a head, when he pushed his mother and she reported him to the Police for assault, as she felt that *'Something had to be done and I needed help'*. Keaton was arrested, an event that he found, *'Unpleasant, rather than distressing'*. He says, *'The cell area smelt and it was a horrible place. I was put in a room and later interviewed. They told me I was a criminal, but I didn't think I was'*.

Matters became particularly complicated when Keaton made a counter claim of assault against his mother, which resulted in her being interviewed and Keaton being placed in the care of Social Services, who temporarily placed him in the care of a friend's parents. His mother clearly resents this action, *'I contacted the Police for help and here I was being accused of assaulting him and him being taken away from me. It just did not seem right and justified'*.

It was eventually decided that Keaton should receive a Final Warning for the assault on his mother and he eventually returned to live with his mother and sister.

It was when he received the Final Warning and appropriate interventions that *'things began to improve'* according to Keaton and his mother.

As Keaton points out, *'The policeman (YCO) listened to me and understood what had gone on. He made it clear to me that what I had done was wrong and if I carried on with doing what I did, I could end up in prison. I don't want that. I want to make something of my life. He took no crap and says things as they are. I know I will not be involved in crime no more. There are consequences that people need to know about'*.

As his mother points out, *'When I met the police officer (YCO), I felt for the first time that someone understood and had a hold on what was going on with Keaton and our relationship. He took time to listen and he put Keaton right and there is no doubt that Keaton respects him. Keaton now knows about the consequences of his actions and things have really improved in our lives at home. He speaks straight to you and let's you know how you can improve your own life. I am controlling my drinking and things are improving in my life too'*.

Asked if they had any doubt the YCO is a police offer, both are clear. Keaton says, *'While it was good he was in casual clothes and I felt more relaxed with him than the uniform police. He is a big man and quite firm when he needs to be. He is a nice bloke, he is fair, and I would not mess him about'*.

His mother says, *'He is fair and knows his stuff about the law and things. He has been a big help to my family and has referred Keaton to other people who can help him. It is good that there are police officers like him who are there to help people and make you feel safe and better about your life. I cannot thank him enough!'*

YCO Interventions

We are grateful for a 'bulleted' overview of the 8 YCO meetings / interventions with Keaton:

1. Initial interview – assessed Final Warning Appropriate. Final Warning issued and agreed that he would return for continued meetings / interventions.
2. Identified a short attention span. Discussed relationship with mom. Both have issues. Blamed mom's drinking. Referral made to CAMHS.
3. Back with mom. Need to compromise. No offending pattern.
4. Challenged re: continued behaviour at home. Discussed rank structure at home school etc. Alternatives to home life not good. Explained stop and search etc (police procedures).
5. Good positive session. Mom off alcohol for 2 weeks now. Explained how offending can have consequences. Effects on life prospects.
6. Discussed truth and lies. Discussed school and behaviour – improving CV.
7. Case conference – he agreed to continue good behaviour.
8. Good session – getting rid of professionals. Deal made re: behaviour

In Conclusion

Keaton has not re-offended. His relationship with his mother has improved significantly and he is working hard at school to *'enhance his CV'*.

Case Study 2 - Greg

Greg is 15 years of age and lives in the Birmingham area with his mum, dad and younger brother. The family originated from an Eastern European Country.

It is interesting to note an early YCO Asset evidence of 'Lifestyle' – *'I have some concerns that Greg may be aspiring to the gang culture and that he enjoys a status of being tough. He is mixing with other young people who are happy to instigate violence against other young people'*.

Greg initially enjoyed school, but this changed when he was forced to move schools due to a need to move to a new home. He says, *'I did not fit in, as I did not know anyone. I started to mess about and got in with the wrong crowd. I became distracted and lost interest in school'*.

He was eventually arrested for being in company with others, chasing a group of fellow pupils and stabbing another boy in the leg with what he says was a pen. He says, *'I didn't understand how bad it was until I had stabbed him. It was exciting before that, but then it sunk in and I apologised and tried to help him. I really felt bad after'*.

He was taken to the Police Station, where he readily admitted the offence. As he had not been in trouble before he was told he would be considered for a Final Warning'. He attended the local YOT with his mother, where he met a YCO. He says, *'I felt very nervous about attending the YOT, as I did not know what was going to happen to me. The police officer (YCO) made me feel comfortable and told me she was here to help me. I was relieved, because I wanted to be helped. I had been excluded from school as a result of what I did and my mother was so angry, upset and worried'*.

Following an in-depth interview with the YCO he received a Final warning and agreed to participate in a programme of interventions. He recalls an intervention that involved watching a DVD about knife crime. He says, *'That really brought it home to me, how stupid it is to carry a knife'*. He now admits that he has carried a knife, 'for protection', and was even carrying a knife after his arrest for stabbing the other boy. He says, *'The DVD made me think and the YCO took time to explain to me the consequences of my actions. I could have killed someone, been in prison for a long time, and even got killed myself. I will never carry a knife again and when they want to listen, I'll tell my friends not to and why'*.

The YCO referred Greg to a YOT worker specialising in youth music and Greg enjoyed writing lyrics that helped the YCO to understand his life style and also help him understand the impact of what he is thinking may be having on his life. The YCO also referred Greg to a 3 hour Youth Awareness session run by a YOT Restorative Justice Worker.

Greg says, *'I began to understand what was going on in my life and how others were playing a role in my getting into trouble. I also realised the lyrics I was putting out into the community (via the web / mobile phones etc.) was risking upsetting people and I was at risk of being attacked. I have stopped using music for that now'*.

Greg is proud of an opportunity he had to demonstrate his music in the form of a rap song at a multi-agency project launch event [T2A]. He says, *'My YOT Worker asked me to attend the Police place at Tally Ho and I had to stand in front of others and perform. I was nervous, but it felt good after I had done it, and my parents were proud of me'*

Greg is clear about what the YCO has done for him. He says, *'She listened to me and understood my worries and frustrations. She has always been fair and firm with me and is no push over. She explained to me the consequences of crime and carrying knives. She has taught me to think twice before I act. She has pointed me to others that can help me and keep me out of trouble. Without her, I would probably be in prison, or dead. My mum was so upset and worried about me and I hated all the arguments. I am now doing good healthy things like keeping fit and swimming. I attend college now and am in training'*. Asked what he would like to do in the future he is clear, *'I would like to continue in college and get involved in youth work'*.

YCO Interventions

We are grateful for access to a summary completed by Greg's YCO:

'Greg has worked well in all the sessions I have had with him. He has fully participated and has shown that he is willing to see things from a different perspective. We have used the 'perception' cards and he immediately was able to understand the point of showing them to him. We have used 'Teen Talk', 'Pinocchio' and 'What do you think' [intervention programmes]. When I have challenged him on some of the answers, he has been able to explain his answers and to later understand his view changes after our discussions. If he has not been able to change his view, he has been able to justify it. We have used 'Andy' sheets to highlight the effects of anger on his body and Greg had been able to show where he feels his anger and has understood the concept that walking away from provocation is harder, but means you stay in control. He has also participated in a 3 hour Victim Awareness session and has worked well. He has also seen 'Respect' and the 'Jacked' DVD, dealing with Stereotyping. He has also completed the 'Tooled Up For School' DVD, dealing with the effects of carrying weapons, and said he found this useful. He has attended gym and music group and we was interested in both these areas and was willing to attend in his own time. I gave Greg and personal attack alarm, as he explained that he had some problems with youths in his area'.

In Conclusion

Greg has not re-offended and is maintaining his fitness regime. For example, he has recently done a mile long swim. He has unfortunately become the victim of an assault and is being supported by the Victim Worker at the YOT, and to a lesser degree by the YCO, who he keeps in touch with.

On a positive note he says, *'My mum is proud of me now, and the only time we argue is when I don't make my bed!'*

Case Study 3 - Wesley

Wesley is 15 years of age and lives in the Birmingham area with mum, dad and two older brothers. He is autistic and was interviewed in the company of his mother.

He found school 'boring' and 'not for him' due to a lack of understanding of his needs. His mother says, *'he could not keep up with the curriculum and became frustrated and disruptive'. It was clear that the school could not meet his special needs and requirements and he has since left school'*.

Wesley is however, a gifted footballer and currently attends the Birmingham City Football Club 'Blues Academy'. *'It's great'* he says, *we train in the morning and attend lessons in the afternoon. I am looking to achieve an NVQ'*.

He clearly does not mix easily with others and is a trusting young man. As we came to find out, he tends to *'walk into problems'* which resulted in his arrest for possession of a knuckle duster. He says, *'I was with some lads and one of them asked me to carry it for him. Something happened and the Police came, and we were all searched and they found it on me'*

He was taken to a Police Station and readily admitted the offence of carrying an offensive weapon. Due to the seriousness of the offence, it was not appropriate for him to receive a Police Reprimand. He was bailed and required to attend the YOT Offices to meet a YCO and receive a Final Warning.

He says, *'I was not too impressed with the Police Officers who arrested me, as they were laughing joking about people in the street outside the police vehicle when I was handcuffed and on the way to the Police Station. I was impressed with the YCO though at the YOT. He left me in no doubt that I had done wrong and was the consequences of what I had done and how I could end up with a criminal record that could harm my future. He listened to me and discussed what I could do to make my life better'*.

Wesley's mother says, *'The YCO has changed my perception of how the Police are. He listened and found out what Wesley's needs are. For example, we were on a long waiting list through his school to see CAMS [Child & Mental Health Services] and he arranged for an urgent referral. He also found out that Wesley was interested in cooking and referred him to the YOT Worker [Tutor Support / Project Coordinator], who teaches young people to cook and eat healthily. I am really impressed that Wesley has achieved a Duke of Edinburgh Bronze Award at the YOT. Not only this, but of my three sons, I now know that he is the most able to cook, eat healthily, and look after himself'*.

It was noted during the interview that Wesley's 'eyes lit up' when ever the subject of cookery at the YOT was discussed and how quiet and withdrawn he came when we discussed his dealing with Police Officers outside the YOT offices. As Wesley pointed out, he had had bad experiences of Police Officers. For example, he was once strip searched on a train a while ago and felt that *'it was not justified and over the top'*. He has also been involved in an incident in his area recently, when an argument broke out with a shop keeper. It ended up with Wesley being chased down the street and his brother being interviewed for assaulting the shop keeper [for chasing Wesley]. Wesley's mother is grateful for the role the YCO played in helping to sort this matter out, which resulted in his brother receiving a Community Resolution.

As she says, *'The YCO quickly got to the bottom of what had gone on and how Wesley keeps getting into scrapes. He has continued to advise Wesley and our family. He has given us professional help to get through some difficult situations'*.

Both Wesley and his mother are clear about how the YCO has helped them. Wesley says, *'He is a nice man and takes time to explain things such as why Police Officers on the street may be cautious of groups of young people. He has made me realise that I have to think first and think about things like consequences'*.

His mother says, *'It's good to know there are people like the YCO about. He has helped us so much and I am sure he has played a large part in keeping Wesley out of the courts and on the right track. Our family cannot thank him enough'*.

YCO Interventions

We are grateful for access to Wesley's interventions that include:

- 11 Cookery sessions – achieving Bronze Duke of Edinburgh Bronze Award at the YOT
- Victim & Consequences
- 2 field trips
- Access to a YOT Educational Mentor
- Urgent referral to CAMS

We are also grateful for feedback from the YOT Tutor Support / Project Coordinator, who delivered the cookery interventions, *'Wesley was a joy to support. Our approach is to understand that all young people have potential and it one our objectives to raise their self-esteem. We build trust, treat them as adults and ensure we are fair with them. We are also developing their skills. Some young people [not Wesley] can't use a knife and fork when they come to us. We help to develop social skills, with simple tasks like asking to be passed the salt, or water – rather than just grabbing things. We also show them how to develop their sense of humour and we laugh a lot. We mellow poor attitudes and help them develop a 'can do approach'. For example, if a cake fails to rise, we try again until they get it right. They always walk away from here with pride. They have made something and other people are proud of them. Another bonus is of course, they learn to cook, eat healthy, well balanced food and know that they can live independent lives'*.

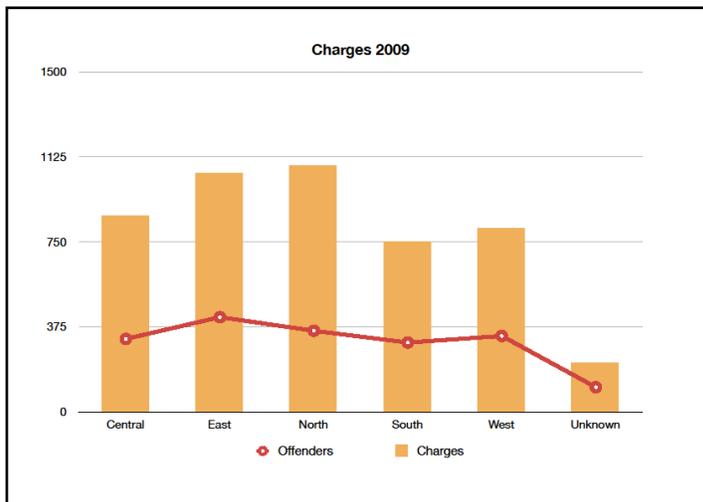
In Conclusion

Wesley has not re-offended and is progressing well at the Blues Academy. Wesley is keen to achieve his Silver Duke of Edinburgh Bronze Award.

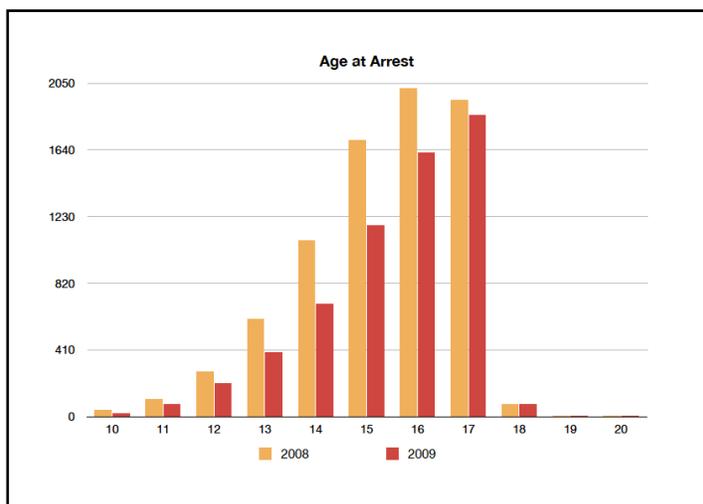
Appendix F

Supporting Quantitative Graphs / Information (Data Source: Birmingham YOS 2010)

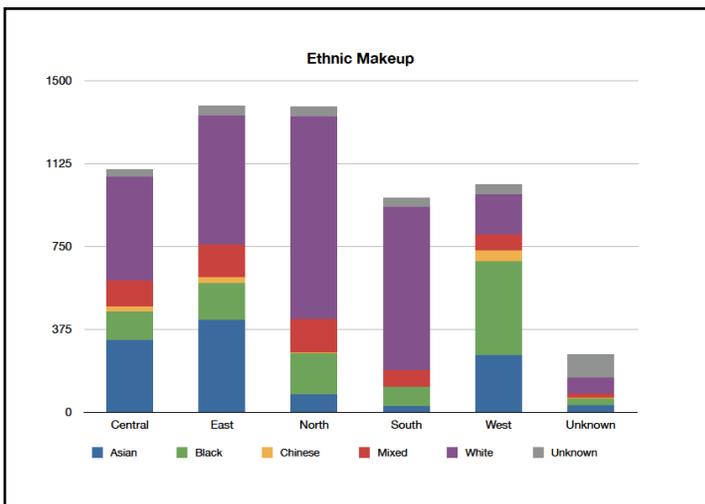
Graph 7 Charges / Offenders each YOT Area 2009



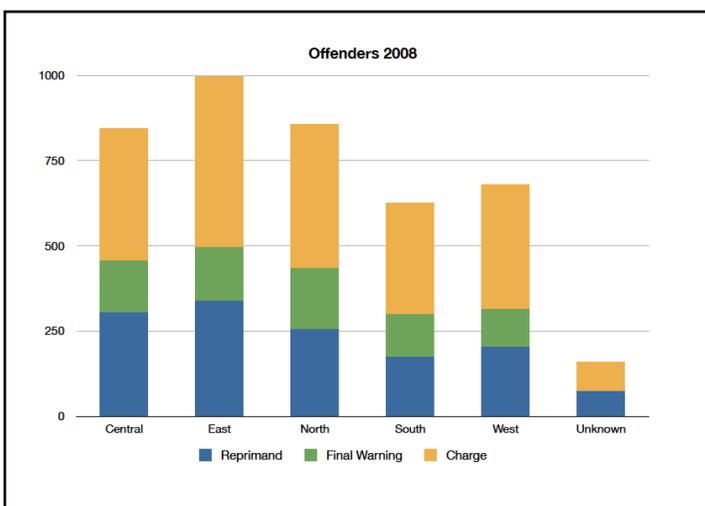
Graph 8 Age at Arrest of Offenders Birmingham YOS Area 2008 / 2009



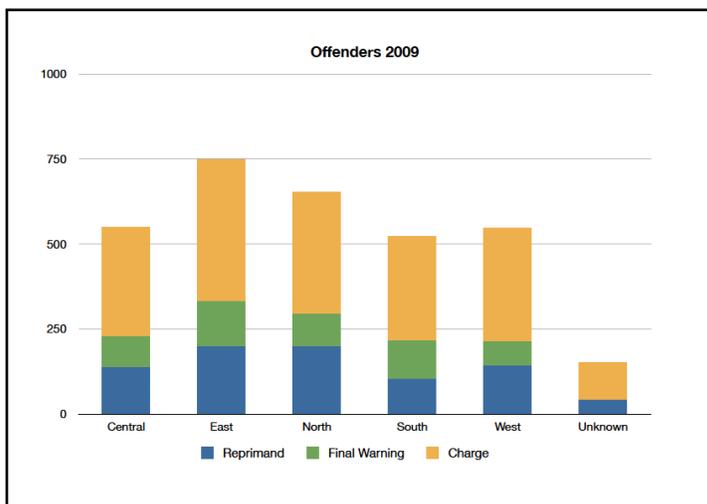
Graph 9 Ethnic Makeup Arrestees 2008 / 2009



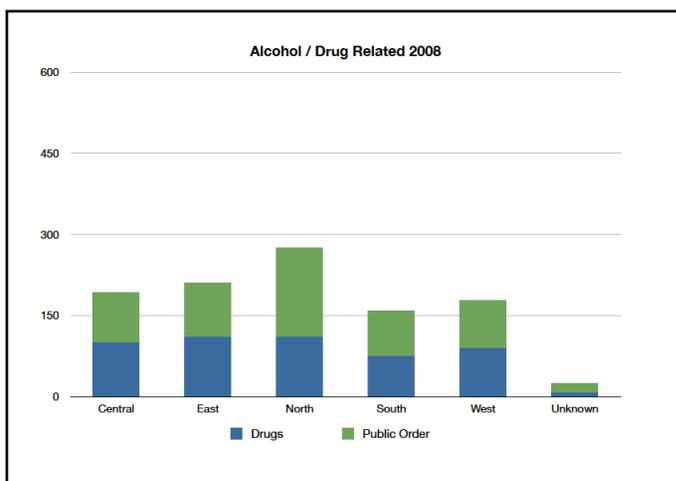
Graph 10 Offender Disposals each YOT Area 2008



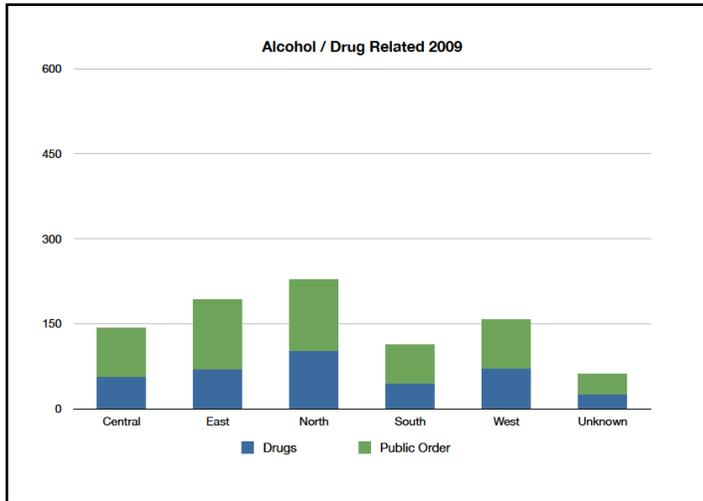
Graph 11 Offender Disposals each YOT Area 2009



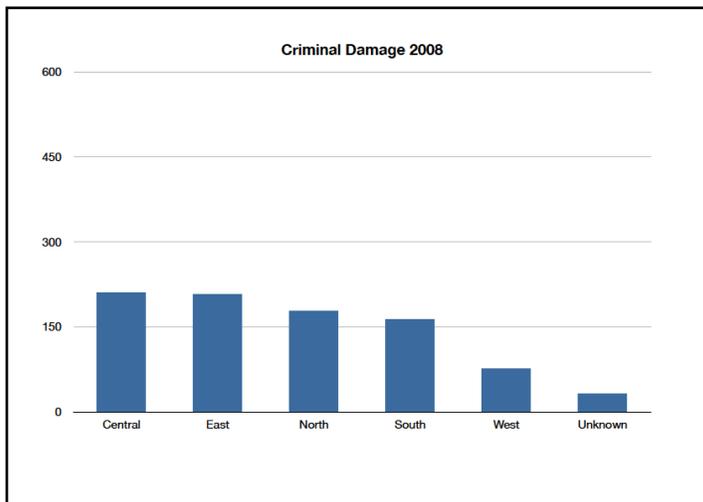
Graph 12 Alcohol / Drug Related Offences each YOT Area 2008



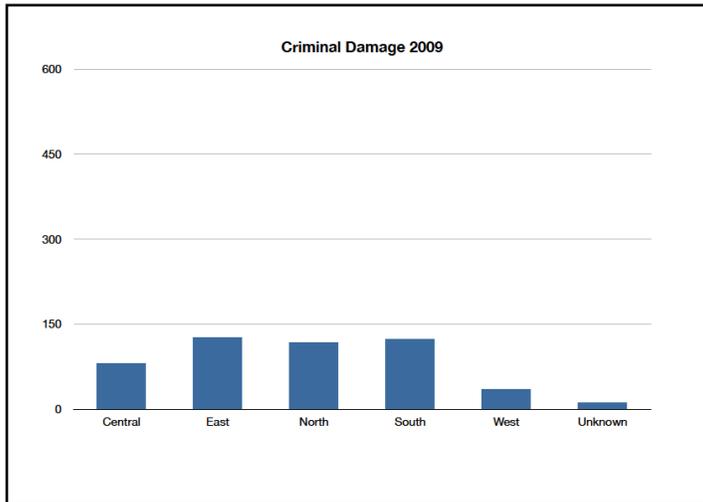
Graph 13 Alcohol / Drug Related Offences each YOT Area 2009



Graph 14 Criminal Damage Related Offences each YOT Area 2008



Graph 15 Criminal Damage Related Offences each YOT Area 2009



Appendix F

WEST MIDLANDS POLICE (REVISED / DRAFT) JOB DESCRIPTION / PERSON SPECIFICATION

DEPARTMENT: Local Policing Unit (LPU)	POST NUMBER:
SECTION: Youth Offending Team	POST TITLE: Youth Crime Officer
GRADE: Constable	DATE: April 2010

1. JOB PURPOSE

As a member of the Youth Offending Team (YOT), fulfil the police function, with the aim of:

- Preventing and reducing youth crime and anti-social behaviour.
- Improving engagement of local communities and public confidence in the Criminal Justice System.

2. MAIN DUTIES AND RESPONSIBILITIES

- a. Support the coordination of YOT / LPU / multi-agency youth intelligence gathering and sharing.
- b. Working closely with LPUs and YOT staff, be directly involved in supporting, establishing and managing innovative multi-agency, partnership working aimed at:
 - Preventing and reducing youth crime and anti-social behaviour.
 - Improving engagement of local communities and public confidence in the Criminal Justice System.
- c. Administer YOT based Final Warnings, from assessment, administration through to completion of appropriate records via JCIS and Careworks / YOSIS, ensuring that initial intervention is completed within the process.

- d. Monitor and record **all** youth crime referrals, liaising with, and supporting local police staff, ensuring they are aware of those most at risk, providing advice and support and agreeing the appropriate intervention and support networks available for the young person.
- e. Support the development and maintenance of a Birmingham wide '*Toolbox of Youth Interventions*' and deliver appropriate intervention related training, aimed at YCOs, other YOT staff and local police staff.
- f. Assist in identifying prolific and other priority offenders (PPO's), and liaise with Offender Management Teams and YOT Case Workers and provide appropriate support to YOT Case Officers to ensure their effective management and desired outcomes.
- g. Attend Level 1 Risk Panels where appropriate and to ensure good liaison with local officers in the LPU.
- h. Have a good working knowledge of those young people referred to the multi agency risk meetings and to enhance communication with LPU officers, including on enforcement or support issues, whilst also being available to undertake tasks, such as joint home visits.
- i. Submit intelligence via the Intelligence Management System (IMS) and contribute to target profiles of youth PPO's.
- j. Represent the YOT and West Midlands Police at assessments and case conferences of young people being managed by the Youth Offending Team.
- k. Working closely with YOT staff and police case officers, provide appropriate support to victims of crime.
- l. Provide appropriate support to the Restorative Justice Process.
- m. Liaise with local police staff, to assist in the co-ordination of Acceptable Behaviour Contracts (ABC's) and Anti-Social Behaviour Orders (ASBO's).
- n. Promote the role of the Youth Crime Officer to partner agencies and colleagues via training inputs for both YOT and police staff, raising the awareness of the Police within the YOT and across the force area.
- o. Attend relevant training provided by the Police and the YOT.
- p. Comply with Force and YOT policies in relation to equal opportunities, diversity issues, Health and Safety legislation and any other legislative requirements.
- q. Keep abreast of new legislation and procedures relevant to the role.
- r. Maintain personal evidence and professional competence for staff development and review, within the Personal Development Review (PDR) process.

- s. Carry out any other duties commensurate with the rank, which may from time to time be determined through liaison between YOT Manager and OCU.

8. PERSON SPECIFICATION

Essential Skills

- **High standards of professional practice** – ensuring behaviour complies with Force and Youth Offending Service standards and values.
- **Team working** – ability to work on own initiative and contribute to multi-agency 'team' environments.
- **Community and customer focus** – sees things from a community and 'customer' point of view and encourages others to do the same. Builds a good understanding with the communities and customers served. Understands and responds to different backgrounds and cultures.
- **Effective communicator** – adapts the style of communication to the needs of a wider range of audiences, which will include for example, clients, team members and senior representatives of partner organisations. Asks probing questions to check understanding.
- **Personal responsibility** – takes responsibility for own actions and for sorting out problems that arise. Focussed on achieving results to required standards and developing personal skills and knowledge.
- **Planning and organising** – plans and carries out activities in an orderly and well-structured way. Maintains accurate records and appropriate files. Prioritises tasks, uses time effectively and works within appropriate policies and procedures.
- **Problem solving** – gathers data and information from a range of sources to fully understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make proper and sound decisions.
- **Resilience** – shows reliability and resilience in difficult and challenging circumstances. Remains calm and confident and responds logically and decisively in difficult situations.
- **Respect for Diversity** – Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people. Treats people with dignity and respect at all times, no matter what their background, status, circumstances or appearance.

Desirable Skills / Experience / Abilities

- Knowledge of / experience of working with 'at risk' young people.
- Knowledge of / experience of working within community focused, multi-agency partnerships.
- IT Skills – searching and contributing to data bases and intelligence systems.
- Ability to travel.
- Flexible working – ability to work outside 9am to 5pm working hours.

9. SUPERVISORY RESPONSIBILITY

None

10. SUPERVISION RECEIVED

The Youth Offending Team Manager will have day to day supervisory responsibility and an appropriate LPU supervisory officer will have overall responsibility for the officer's professional development and the completion of the Professional Development Review (PDR), having consulted with the YOT Manger.

Strategic responsibility for the development of the role and functions of the Birmingham Youth Crime Officers will be provided by the Sergeant based at the Safer Birmingham Partnership.

11. CONTACTS OUTSIDE OWN SECTION

Expected to support, contribute to, develop and deliver multi-agency partnership working in environments external to the YOT.

12. SPECIAL CONDITIONS

None

The Authority reserves the right to vary the duties and responsibilities of staff under conditions prescribed in national agreement. Thus, it must be appreciated that the above duties may be altered as the future changing needs of the service may require. In addition, members of staff are liable to serve at any of the Authority's places of employment as may be required.

Post No:

Date:

ODT	
EJH	

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