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The Association of Chief Police Officers & The Youth Justice Board

# **The YOT Police Officer Review and Role Development**

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# The YOT Police Officer Review and Role Development

## Contents

### Page Number

- |     |   |
|-----|---|
| 1.  | Section 1: Introduction   |
| 3.  | Section 2: The purpose of this document                                 |
| 4.  | Section 3: Existing Practice  |
| 7.  | Section 4: Future Practice: The Enhanced Working Model                  |
| 9.  | Section 5: Recommendations  |
| 16. | Section 6: Activities to be reviewed / removed<br>Section 7: Conclusion |
| 17. | Annex A: Summary of new and removed activities                          |
| 18. | Annex B: Glossary of Terms  |
| 19. | Annex C: Role Profile   |



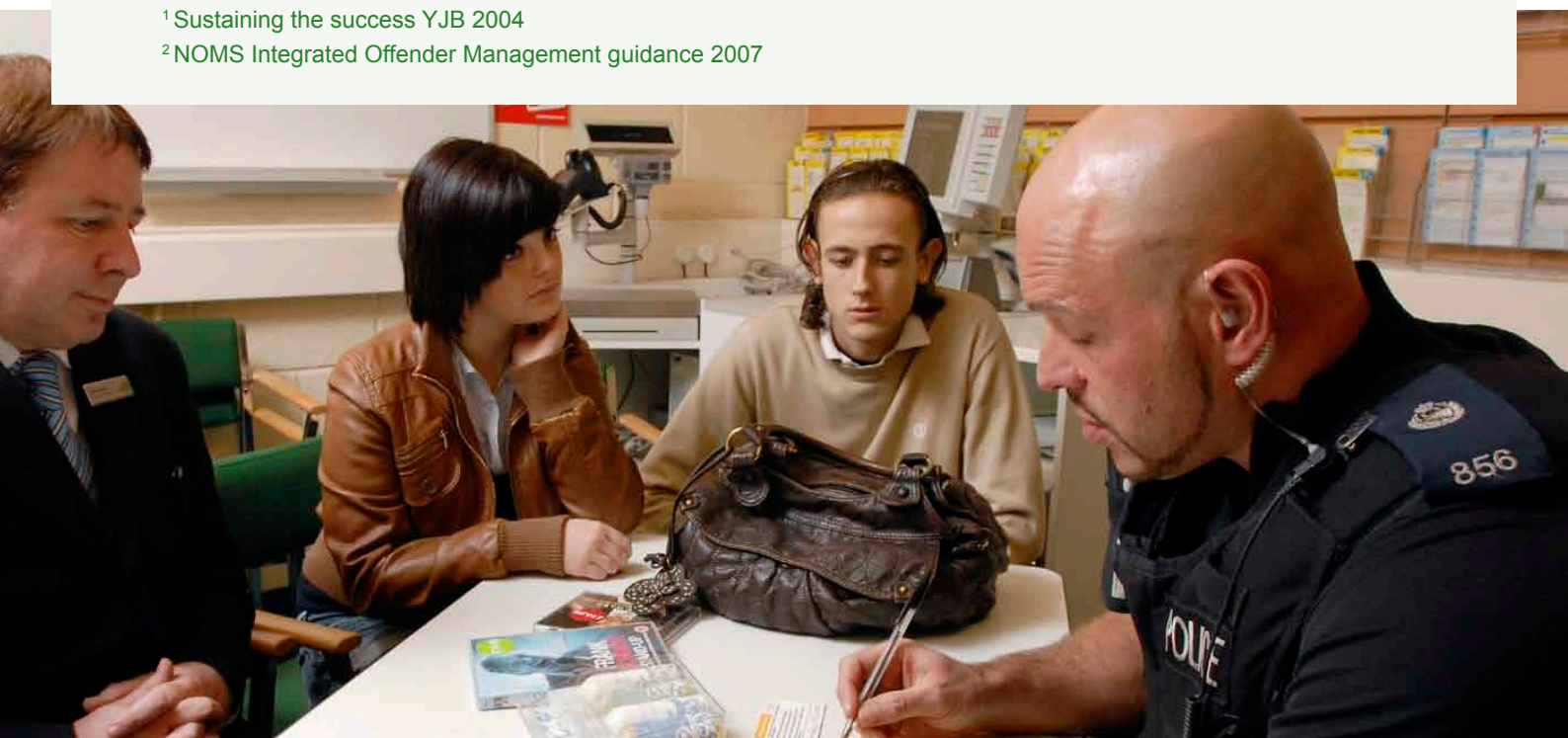
# The YOT Police Officer Review and Role Development

## 1. Introduction

- 1.1. This review is the first time either the Youth Justice Board (YJB) or the Association of Police Officers (ACPO) have reviewed what the functions and core role of the generic YOT Police Officer (also referred to as the YOT PC) should be. There is no existing guidance as to what activities an officer should perform. The role has developed organically over time to meet local need. In some cases this has left large disparity between the scope and scale of work conducted by Police Officers, not only from force to force, but sometimes within the same force area.
- 1.2. The review invited Heads of Youth Justice Services and Chief Constables for consultation from all 43 force areas. Of these, a mixture of YOTs and Police forces responded in 29 of the police force areas. In addition to this, the YJB visited several forces on the issue of Deter Young Offenders, attended a regional YOT PCs working day, and gave further opportunity to comment at several regional ACPO Youth Issues meetings. We are grateful to the police forces and youth offending professionals who took time to respond to our initial data request, many of whom have conducted their own reviews and who have shared these with us.
- 1.3. Running concurrently to this review, the YJB has been consulting Youth Offending Teams (YOTs) more widely under the review of “Sustaining the Success” <sup>1</sup>. This document has taken learning and data from this review, specifically in relation to working practices, governance and strategic alignment.
- 1.4. Since their inception on 1st April 2000 Youth Offending Teams (YOTs) have been the epitome of multi agency teams, whereby multi disciplined staff from a variety of parent agencies work together to achieve the aims of the youth justice system (YJS). This was recently recognised in the National Offender Management document detailing how adult Integrated Offender Management (IOM) would be structured <sup>2</sup>.

<sup>1</sup> Sustaining the success YJB 2004

<sup>2</sup> NOMS Integrated Offender Management guidance 2007



# The YOT Police Officer Review and Role Development

- 1.5. The greatest strength of any team is achieved through each person bringing their own unique skills in order to maximise the full potential of the team. This is evident within the YOT environment where all staff not only work to achieve the same goals, but they do this from shared accommodation, with joint funding from the parent agencies and the Youth Justice Boards.
- 1.6. The Crime & Disorder Act 1998 places a duty on every chief officer of police to co-operate with the local authority(ies) within their area in the establishment of one or more Youth Offending Team(s) (YOT) (S39(2)). This includes making payments directly to, or contributing towards, a fund for the payment of expenditure incurred in connection with YOTs (S39 (4)). The Act specifies that a YOT shall include 'at least' one Police Officer (S39 (5))<sup>3</sup>.
- 1.7. Whilst the involvement of the Police is clearly legislated for, it is not solely the legal requirement that keep the Police as a significant partner within the YOT. During the lifetime of YOTs many changes have occurred in terms of the Criminal Justice System, the local operational landscape, the performance framework from Central Government and more recently, the positive and encouraging signs in the reductions in First Time Entrants (FTEs), along with reductions in both the frequency and severity of re-offending.
- 1.8. The desire to sustain this level of performance, whilst addressing the financial pressures affecting all partners, and protecting front line services, makes it an opportune time for the YJB and ACPO to review the current working practices of the Police Officer within the YOT environment.
- 1.9. We have aimed to make this document helpful in ensuring the YOT continue to make its full contribution effectively and efficiently to reduce first time entrants and re-offending. It is important to continue to ensure that the needs of young people are sufficiently met, YOTs contribute to protecting the public, along with reducing the numbers of young people who go on to become adult offenders.

<sup>3</sup>Crime and disorder act 1998



# The YOT Police Officer Review and Role Development

## 2. The Purpose of this Document

2.1. ACPO along with the YJB recognise that local delivery is a matter for the Chief Officer of police and the Head of Youth Justice Services to determine the size, scope and deployment of staff to YOTs. They alone are tasked to deliver the best possible services to their communities and have the greatest knowledge of what those needs are. This document does not seek to remove such autonomy, as it is vital that local agencies are able to manage their own services in the way they consider is most appropriate.

2.2. This document should be regarded as definitive joint advice from ACPO and the YJB as to the expected minimum core services that the generic YOT Police Officer is expected to provide. The delivery mechanism and expansion of the role is left to the professional judgment of the respective heads of service. It is hoped that this will allow YOT professionals the capacity to innovate and be flexible in terms of service delivery, whilst at the same time enabling Police Officers to be used to their best effect, making maximum use of the YOT PC's policing skills and powers.

The status of this document is one of 'guidance' with local autonomy in policing and the delivery of youth justice preserved. However, very importantly, this guidance reflects a strong base of research and 'good practice' from across the country and both ACPO and the YJB have a clear expectation that as a minimum the suggested standards of practice and service within the guidance will be adopted by police forces and youth justice practitioners.

2.3. Nothing within this document should change those roles where Police Officers have been deployed as additional resources to the YOT. i.e Officers specifically recruited to fulfil Intensive Supervision and Surveillance (ISS) roles or officers of supervisory rank who form part of the YOT management team as they are not within its scope.



# The YOT Police Officer Review and Role Development

## 3. Existing Practice

3.1. A vast array of practice was found to be in existence in the YOT PC role, this fell into four main themes:

- Early intervention and prevention
  - Final Warning delivery
  - Intelligence
  - Offender Management- Deter Young Offender (DYO)/Intensive cohort of the scaled approach.
- Theme four is a new area of business and practice and is at varying stages of implementation and used within nine of the YOT areas that responded.

### 3.2. Early Intervention and Prevention

3.2.1. For some time now, YOTs and YOT Police Officers have played a significant role in early intervention programmes, along with being a pivotal part of the management of arrangements involving Acceptable Behaviour Contracts (ABC) and Anti Social Behaviour Orders (ASBO) for young people.

3.2.2. Over time and as documented in the joint Local Policing Guidance on the Early Intervention and Prevention of Youth Offending<sup>4</sup>, this role has become more a part of the Neighbourhood Policing Team (NPT) remit.

This is not to say that YOTs do not continue to have a valuable role in such matters, as the guidance clearly articulates that they do. However, the welcome involvement of Neighbourhood Policing Teams, Community Safety Partnerships (CSP) and wider Children's Services, means that YOT PCs are no longer solely responsible for such matters and this frees their time to focus attention elsewhere.

### 3.3. Final Warnings

3.3.1. The majority of YOT Police Officers' time is spent administrating and delivering the Final Warning scheme. There are a variety of delivery models in place, ranging from the YOT Police Officer completing only the Asset assessment, with local Inspectors delivering the Final Warning itself, through to the YOT Police Officer being responsible for every aspect of its delivery including the setting up of Final Warning clinics, and arranging appropriate interventions for the young people post its administration.

3.3.2. It is a matter for local determination as to how Final Warnings are delivered, by whom and in what context; we accept that Final Warnings therefore may continue to be an area where divergent practices remain. Subject to section 65 of the Criminal Justice Act 1998, which specifies they must be delivered by a constable.

3.3.3. Where Final Warnings are carried out by the YOT PC, we recommend the YOT PC has strong relationships with their local neighbourhood policing teams, so that information on local young people who have offended can be shared. Building these links should be a core part of the YOT PC's role.

<sup>4</sup> Issued by the Association of Chief Police Officer (ACPO), the former Department for Children Schools and Families (DCSF), National Policing Improvement Agency (NPIA), Home Office (HO) and Youth Justice Board (YJB)

# The YOT Police Officer Review and Role Development

## 3.4. Intelligence

3.4.1. The Police service has invested much time, money and effort in enhancing its intelligence handling capacity, along with its use of problem solving approaches to crime and anti social behaviour, and more recently offender management through the use of the National Intelligence Model (NIM)<sup>5</sup>. The review found that of all the areas of disparity in service delivery and operational practice, intelligence was at the fore.

3.4.2. There was evidence of good join up of YOTs with the wider intelligence and tasking and co-ordination processes. In certain Forces there is a clear expectation that the YOT PC will keep themselves abreast of current crime problems, target individuals and hotspot areas, along with a requirement to attend both daily management meetings (DMM) and the fortnightly Tasking and Co-ordination Group meetings (T+CG). This should be seen as the norm rather than the exception.

## 3.5. Offender Management

3.5.1. One of the drivers for this review has been the concern that the introduction of adult Integrated Offender Management (IOM) could result in a unilateral movement of Police Officers from YOTs to IOM teams with a resultant fragmentation of working practices.

3.5.2. It was evident from enquiries made during the review period that this had or was being considered by some Police forces; or that their own reviews had highlighted a need to incorporate IOM practice within the YOT PC's role, with or without the need to remove them. It remains the view of ACPO and YJB that YOT PCs will provide the best service if they remain as an integral part of the YOT and that their removal from them to adult IOM teams is both undesirable and unnecessary. We therefore recommend that the YOT Police Officer remains within the YOT partnership.

3.5.3. A number of forces have already embarked on focusing staff at young people who pose a higher risk due to their higher likelihood of reoffending.

Examples of how forces have changed their practice are detailed by way of the following case studies.

### Case Study 1 - Leicestershire Constabulary dedicated YOT- IOM intelligence PC

Leicester City YOS has recently joined with the local police to contribute to the TIER list approach to managing offenders who cause their communities most harm. This has seen an existing YOT PC removed and realigned from the YOS and stationed back in the police station, where they now work within a multi agency intelligence 'hub'.

The officer's role is to act solely as a single point of contact (SPOC) for IOM and YOS, sharing information between all relevant agencies in order to effectively manage those young people who pose a significant risk in terms of their likelihood of offending. They also provide a proactive outreach capability which looks to target the most problematic offenders at a neighbourhood level.

<sup>5</sup> National Intelligence Model Guidance 2005

# The YOT Police Officer Review and Role Development

## Case Study 2 - Kirklees DYO management within wider IOM work stream

Kirklees has embedded the management of DYO's within their IOM scheme, they have done so by holding regular multi agency meetings where YOS, Adult IOM, YOT PCs, partners from Housing, Education and Social care attend to discuss the joint management of these young people. At these meetings, a YOT PC will be allocated to the young person, they along with the existing case worker will work together to meet the young person's needs, and ensure they do not breach appointments.

Young people in custody will be jointly visited by the YOT PC and YOT member of staff where the process of their management and the individual role and responsibility of each staff member will be explained to them. It is made clear that the YOT PC will have ongoing involvement in the case, including the possibility of home visits etc.

Emerging results in terms of reductions in re-offending and breach since its operation have been positive. However, it is too early for these to be considered conclusive.

## Case Study 3 - Kent YOT – revised role to focus on DYO

Kent YOT PC's previously spent the majority of their time preparing Final Warnings and their interventions, this led to the detriment of other elements of their role, for example the support of YOT staff dealing with higher risk offenders. It was also felt that their expertise was not being embraced as a result.

The introduction of the Offender Management Units throughout Kent provided a vehicle to change the focus of the YOT PC'S role.

The YOT PC'S now only keep an overview of the Final Warning process, concentrating on the high risk offenders, for example those on Intensive Supervision & Surveillance & those identified as Deter Young Offenders. They have become an integral part to the management of the higher risk offenders and information exchange has dramatically improved.

The YOT PC'S have remained within their local YOT office but have regular contact with the Offender Management Units. As a result they have built sufficiently strong relationships.





# The YOT Police Officer Review and Role Development

## 4. Future Practice: The Enhanced Working Model

The review found that currently YOT PCs are engaged in activities that contribute positively to the priorities of both policing and the youth justice system. However as time has progressed, and the operational landscape has changed and continues to change, there is a need to enhance this role further. As such, this next section will outline our views of what the role should entail. As this is building on an existing functional role, we have referred to this as the “enhanced working model”.

4.1. The role of the YOT PC provides an excellent opportunity for staff to develop partnership working and partnership problem solving skills. As ambassadors of their parent organisations, it is also imperative for the YOT PC to be able to work unsupervised, to be self motivated and to possess excellent communication skills. The role is suitable for Police Officers from all policing backgrounds.

4.2. YOTs are firmly grounded in the multi agency partnership approach, in terms of both the team composition but also in that they are co-located. As a partnership, they are able to target appropriate prevention and early intervention approaches required to keep identified young people from becoming entrants to the formal youth justice system, or once they have entered the system, in working to reduce the severity and frequency of re-offending.

The evidence from both Police and YOT alike, highlights that without such close working relationships, there would be a detrimental loss of service in terms of information sharing and joint problem solving.

The enhanced role of the YOT PC is based on the presumption that they will not only remain working as part of the team, but that they will remain co-located within it.

4.3. The enhanced working model will for some YOTs be an extension of the YOT Police Officer role. The role will be extended to include working with young people who have a greater likelihood of offending, particularly those identified as belonging to the Deter Young Offender cohort (DYO).

4.4. The rationale for increasing the focus towards those most likely to re-offend is aligned to the need to target activity where it is most needed. The number of first time entrants (young people receiving their first reprimand, warning or conviction) fell by 21% from 100,201 in 2007/08 to 79,789 in 2008/09 and a further 24% in 2009/10 to 60,436 <sup>6</sup>. This was driven largely by falls in pre-court and first tier penalties.

In addition, since 2000 the frequency rate of juvenile reoffending in 2008 has fallen 24.8 per cent from 151.4 to 113.9 offences per 100 offenders <sup>7</sup>.

<sup>6</sup> Ministry of Justice Statistics bulletin Youth Crime: Young people aged 10-17 receiving their first reprimand, warning or conviction, 2000-01 to 2009-10

<sup>7</sup> YJB Annual workload data 08/09

# The YOT Police Officer Review and Role Development

- 4.5. One of the greatest strengths of the YOT has been the increased sharing of intelligence between Police Officers and YOT staff. Anecdotally, there remains however a view held by Police colleagues not connected to YOTs, that this information is not always shared fully with them and thus there is a need to enhance this area of business.

Similarly, it was reported that there remains some reticence on behalf of YOT staff to share information; for fear that it will be used to pursue enforcement activity against the young person concerned. It is our belief, that if greater and timelier intelligence sharing takes place, the need to take unilateral enforcement activity can be reduced and that greater consideration can be given to achieving a balance between public protection and the needs of the young person. This will be covered in more detail in the following pages.

## 4.6. Deter Young Offenders

The need to drive greater efficiencies in all partnerships, including the need to maintain effective front line services, requires each partner to ensure that they are utilising their staffs skills to their fullest effect. We therefore believe that focusing resources on those who pose a greater likelihood of re-offending will assist in doing this, without detriment to the early intervention and prevention role, which is now being fulfilled to a greater degree by Neighbourhood Policing Teams.

The Deter Young Offender cohort represents those young people who pose the greatest risk to the community either through offending or the level of identified risk factors. Unlike their adult counterparts, who form part of the catch and convict strand of offender management processes, young people are based firmly within the Prevent and Deter stream. To this end, any activity undertaken in connection with this group needs to recognise this fact.

Until recently, those young people posing the highest likelihood of re-offending have been solely managed by social care colleagues within the YOT, and with the exception of some Police Officers involved in ISS work, the YOT Police Officer has traditionally had little contact with the cohort.

As the level of risk with these young people is high and their management important, it is felt that the YOT Police Officer can offer their YOT colleagues a number of areas of support in working with these groups.

It is not the intention of this document to transfer responsibility for the management of this group to the YOT Police Officer. What we foresee as the role of the YOT Police Officer is the use of the coercive element of their role to secure compliance with the intervention required and the use of this element of their skills when young people are in breach.

- 4.7. The YOT Police Officer already fulfils a vital role within the YOT team and this document indicates where we believe it can be further enhanced.

# The YOT Police Officer Review and Role Development

## Enhanced YOT PC working model



## 5. Recommendations

Based on the above sections; 'existing practice' and 'future practice and the enhanced model', the following recommendations have been made:

5.1.1. Police Officers are a scarce and specialist resource who should be employed to use their specialist policing knowledge, they should not spend large amounts of their time conducting purely administrative tasks as is suggested by anecdotal evidence.

5.1.2. It is our view that activities such as the transfer of data from one source to another, should not be considered police work; except in cases whereby such transactions also require the officer to apply policing knowledge, for example in accessing police intelligence systems, or determining risk. In all other cases, if the administrative tasks impinge on the Police Officers ability to fulfil the new role, then YOT managers will need to consider the redeployment of these tasks to more appropriate staff.

# The YOT Police Officer Review and Role Development

## 5.2. Final Warnings

5.2.1. Final warnings should continue to be administered by the YOT PC unless other arrangements exist within the police force area. This should include any administrative function that requires the use of police skills such as checking PNC or assessing risk, unless other arrangements exist within YOTs.

## 5.3. Intelligence

5.3.1. The YOT Police Officer should be the designated single point of contact (SPOC) for police colleagues within the intelligence role.

### 5.3.2. The Single Point Of Contact (SPOC) role:

#### The SPOC should:

- Keep themselves fully briefed on operational matters by either attending Daily Management and tasking meetings (DMM), or use of an e-briefing system if available.
- Attend tasking and co-ordination meetings or brief an appropriate colleague, such as an operations manager.
- Attend target selection meetings or brief an appropriate colleague, such as an operations manager.

## 5.4. Neighbourhood Policing

5.4.1. The advent of neighbourhood policing is a welcome addition to multi agency work with young people. Neighbourhood policing teams (NPT) often have good knowledge not only of their areas but also the young people within them and they are ideally placed to fulfil a low level intervention and support role with young people who are offending or who are at risk of doing so.

#### It is therefore imperative that YOT Police Officers work closely with these teams to:

- Identify young people at risk
- Identify and share knowledge of diversionary activities that can be delivered/attended by young people
- Assist in making appropriate referrals to Youth Inclusion Programmes (YIP), Youth Inclusion Support Panels (YISP) or Targeted Youth Support (TYS), or, any other similar programmes within their areas.
- Consultation on ASBO/ABC applications sought against young people.
- Where young people have been given DYO status, YOT Police Officers should ensure that the local neighbourhood policing team is aware of this, along with any activity they could undertake to assist the young person in complying with YOT interventions. The focus should firmly be on supporting young people within their communities and not purely finding opportunities to conduct enforcement activities.

## 5.5. Partnerships

5.5.1. The YOT is a vital part of wider partnership groups such as the Community Safety Partnership (CSP) and Local Strategic Partnership (LSP). As such the YOT PC, along with other YOT colleagues play a vital role in this wider multi agency work. In particular YOTs have an important role in the Anti Social Behaviour problem solving forums, and should continue to work in partnership with their NPT, children services and local CSP to address local community needs in this regards.

#### The YOT Police Officer should:

- Attend appropriate external multi agency forums
- Contribute to public meetings involving CSP partners to help illustrate the YOTs' positive impact in delivering the CSPs' priorities in terms of young people, and to build confidence in the youth justice system more widely.

# The YOT Police Officer Review and Role Development

## 5.6. Relationship to Integrated Offender management (Adult)

5.6.1. There can be no doubt that Youth Offending Teams are widely regarded as a successful example of multi agency working, and are the model from which the adult integrated offender management team model now draws from<sup>8</sup>. Whilst there is always the risk that the adult IOM process takes precedence in terms of focus and resource, it should not be forgotten that the future success on reducing adult offending is very heavily influenced by the intervention in young offenders' lives, which helps prevent them becoming adult offenders.

5.6.2. Unfortunately, it is not always possible to prevent all young people from becoming adult offenders. It is therefore crucial to ensure the management of these young people does not stop when they reach 18, but that the adult system is both aware and ready to deal with these young people when they make the transition to adulthood. It is both a failure and a waste of resource to allow such young people to regress to offending for lack of support; where this occurs the chances of them remaining as life course offenders is much higher.

5.6.3. It remains the view of ACPO and YJB that YOT PCs will provide the best service and support joint objectives of reducing offending and re-offending throughout an offenders life if they remain as an integral part of the YOT. Their removal from YOT to adult IOM teams is both undesirable and unnecessary. We therefore recommend that the YOT Police Officer remains within the YOT partnership.

### The YOT Police Officer should:

- Establish and maintain good working links with their colleagues in Adult IOM teams.
- Ensure a comprehensive hand over for young people who continue to pose a risk as they make the transition to adulthood so that they are flagged to adult IOM. ( This is in addition to the existing provisions that this should be done by YOTs and the Probation service)

## 5.7. Deter Young Offenders

The YOT PC may be able to assist in ensuring prompt and robust responses where breaches occur by the Police Officer being used to carry out home visits or joint appointments with the case manager, instead of a purely administrative function of sending multiple letters.

### The YOT PC's role in DY0 cohort management should be:

- Ensuring the neighbourhood policing team are aware that there is a DY0 living in their area and what interventions/conditions that young person is subject to.
- Joint management with YOT case worker.
- Joint custody visit pre-release where appropriate.
- Home visits if in breach.

This does not make the default for being in breach to be arrest; this should only take place where it is absolutely necessary.

<sup>8</sup> NOMS Integrate Offender Management Guidance 2007

# The YOT Police Officer Review and Role Development

## 5.8. Resettlement

Where resettlement programmes exist the YOT Police Officers should be fully involved with the Young persons case worker and can provide similar assistance to them as outlined in the section on DYOs.

### Specifically the YOT PC Should Share Information With:

- Neighbourhood Policing teams to ensure the Neighbourhood policing teams are kept informed of any young people resettling in their area; this will also enable the Neighbourhood policing teams to help monitor and support the young person to successfully achieve their licence conditions.
- Intelligence units – to ensure they are sighted as to who is resident in their area and to manage effectively the police interaction with the young person and YOT whilst they remain on licence. This should prevent police conducting activities that are detrimental to the young person's rehabilitation such as conducting overly burdensome monitoring and surveillance or enforcement activities that cannot be justified with specific regard to that young person.

## 5.9. Additional responsibilities within Youth Offending Teams

Breach procedures: Parenting orders, bail support scheme, individuals who are considered wanted for other matters

- 5.9.1. As the only member of staff able to take S9 witness statements, along with interviewing offenders under the Policing Criminal Evidence Act (PACE) and compiling a court file, YOT Police Officers should be the first port of call when pursuing breaches of Parenting orders or where young people are in breach of court conditions imposed by the bail support scheme.

### The YOT Police Officer should be responsible for:

- All breach proceedings requiring the taking of statements, investigation of substantive offences and compilation.
- Individuals wanted for other matters

There has always been some tension between the police and YOT as to the level at which an officer should utilise their policing powers within the YOTs working domain. This has, on occasion, seen Police Officers calling the police to arrest young people who are at the YOT for a range of offences from being wanted on warrant to committing offences at the YOT in the Police Officers presence. Whilst we accept that the YOT environment needs to be one where the young person feels safe to attend and one where they will do so even when they are wanted for other matters, it is wholly inappropriate that the YOT Police Officer should be expected not to intervene.

We know that for many YOTs this has meant that they have had to find ways around this dilemma, by managing the arrest of the young person in conjunction with police colleagues, which is to be welcomed. In the current fiscal climate this sensitive area needs review, along with the issue of parenting breaches.

# The YOT Police Officer Review and Role Development

## The YOT Police Officer should:

- Work with YOT management to facilitate the arrest of wanted young people, ensuring that where possible the integrity of the YOT and the welfare needs of the young people can be best met. This could include arranging the arrest of the young person or surrender of them to a police station at a time where YOT staff will be readily on hand to deal with the Young person. This does not preclude the YOT Police Officer from making arrests.

## 5.10. Recruitment, Management Supervision and Continuous Professional Development of the YOT Police Officer

- 5.10.1. As the Police Officer is a unique role within the YOT and it is important for clients' young people and their families to know that the YOT has Police Officers working with them, it is felt that the Police Officer should perform their duties mostly in uniform. This also provides the parent force another avenue of public visibility and engagement.

### 5.10.2. Secondment

It is important that the YOT PC is selected and trained to perform their YOT role. They are an integral part of a multi disciplinary team, who contribute much to local Community Safety Partnerships and wider delivery of the Policing plan of a force in terms of reducing crime and re-offending . As such, the environment provides excellent opportunities of career and skills development that PC's would otherwise struggle to gain in traditional roles.

#### They will have opportunities to develop skills in:

- Joint problem solving
- Representing their organisation at multi disciplinary meetings
- Negotiating and influencing with partners
- Presenting information at public forums
- Understanding and contributing to multiple delivery plans, for example, the force policing plan the local Community Safety Partnership and children's services plans
- Need high levels of personal resilience

Having a YOT Police Officer provides a valuable resource and link for both the YOT and the Police force. It is therefore essential, that where possible, there is YOT management representation during the recruitment process, including the presence of a representative on the interview panel. This will assist in identifying people with both the relevant policing skills but also good candidates who will fit within a multi agency environment and exhibit the skills as listed above.

As identified above, it is imperative to the role of the YOT Police Officer that they are placed on the basis of the skills they possess or that could be developed whilst in role. Due to the increase in operationally focussed activity outlined in this document, officers should be fully fit for policing duties and/or their personal circumstances should be able to be accommodated without detriment to the effectiveness of the role.

It is our belief that the YOT PC should be seconded, rather than attached to the YOT, for a period of at least 2 years. Extensions on this period should be conducted annually up to a maximum of 5 years. Any extension should take due regard of the officer's performance and career planning needs.

# The YOT Police Officer Review and Role Development

In Police forces where the secondment of staff is managed at BCU level the police force may wish to ensure that the requirements of the role and the YOT are given due consideration in posting allocations. Good practice may be for BCU's and or forces to enter into a formal service level agreement between each body.

In order to maximise the role of the YOT Police Officer, along with the recruitment and training costs secondment of staff is considered the preferred option as it provides greater stability and resilience to YOT managers in terms of their own resource planning. The attachment of staff can lead to high turnover, increased training cost, inefficiency and inappropriate staff being placed within the YOT; they are generally less satisfactory experiences in building both the expertise and strong relationships of trust that are required.

It is therefore important that they remain within this role for a sufficient period of time to realise the investment in the training they have undertaken; this does not mean the post should be seen as a permanent post.

## 5.10.3. Line Management

YOT Line managers/Police Line managers responsibilities:

- 5.10.3.1. The importance of line management in any role cannot be overstated. In the case of staff seconded from their parent organisation it is all the more important. As the position of constable is subject to terms and conditions detailed in the Police regulations 2003 which are significantly different to those of other YOT staff. It is imperative therefore to maintain a strong link with a police supervisor, whose role it will be to support YOT managers in giving guidance in terms of performance and conduct matters pertaining to the YOT PC.
- 5.10.3.2 The YOT manager or member of staff designated by them should be responsible for the day to day line management and direction of the YOT PC including the duties and tasks they should perform (subject to this guidance).
- 5.10.3.3 In order to address issues involving matters of discipline, conduct sickness reporting and under performance, the designated YOT manager should seek advice and guidance from a person of at least sergeant rank within the parent organisation.
- 5.10.3.4 Police forces should therefore ensure there is a designated supervisor to undertake this role, whom is known to the YOT and ensure that they maintain regular contact with them.



# The YOT Police Officer Review and Role Development

## 5.10.4. Personal Development Review (PDR)

- 5.10.4.1. The YOT Police Officer will be subject of an annual PDR process, which should reflect the needs of the YOT, the Police, and the PC. Completion of the PDR will be the responsibility of the YOT manager who will liaise with the officer's home force supervisor in its completion
- 5.10.4.2. PDR objectives should be set after consultation has taken place between the YOT, the Police line manager and the PC.
- 5.10.4.3. The PDR objectives should reflect those relevant to the current role and the future development of the officer in preparation for their return to the parent organisation.

## 5.10.5. Continuous Professional Development (CPD)

- 5.10.5.1. It is the expectation that most seconded officers, will at some stage, return to the police service in order to continue their policing careers. Any secondment to the YOT should not result in a detriment to the officers' career development. As already indicated at 5.10.1 this role carries considerable responsibility and opportunity and forces should encourage the most able officers to put themselves forward for these roles. Alternatively forces may wish to consider such roles as prime development opportunities for officers of high potential, particularly in light of the multi agency nature and early exposure to partnership working that these roles present.
- 5.10.5.2. As policing can and does undergo rapid change in terms of legislation and practice, it will be important for these staff to be released by the YOT to attend all mandatory training.  
  
The training requirement should be subject to a locally agreed maximum abstraction rate, to ensure the operational effectiveness of YOTs is not unduly impacted.
- 5.10.5.3. We support those police forces that require all staff to undertake a minimum period of operational duties; we would suggest that these should be locally agreed to minimise disruption to the YOT and that where possible, they should compliment YOT work. So for example, using YOT staff for weekend cover of public order duty may be helpful to the police, but it is not helpful for the YOT. Whereas, both may benefit from using YOT PCs in youth crime hotspots or pre-planned activities such as Halloween patrols.
- 5.10.5.4. The Police line manager should meet with the YOT Police Officer to discuss their career aspirations and draw up a suitable plan to assist the development of those staff. This will need to be discussed with the YOT line manager in order to support its implementation, particularly where this will result in further abstractions.
- 5.10.5.5. All training provided by the YOT or agreed by them (particularly if this involves self directed study or the use of study days) should comply with the forces study leave policy where it exists. The Police line manager should be able to offer advice on this matter.

# The YOT Police Officer Review and Role Development

## 6. Activities that will need to be reviewed / removed

### 6.1. Asset assessments

6.1.1. Many responses state that Police Officers were conducting Asset assessments and this takes up a large percentage of their time. Whilst it is accepted that with proper training Police Officers are competent to complete these assessments, it is questionable as to whether they are best placed to do so. Consideration should be given to the level of training, supervision and requirement for Police Officers to continue Asset assessment.

### 6.2. Reparation activities

6.2.1. There is no doubt that reparation activities are valuable tools in addressing young peoples offending and attitudes to it; YOTs rightly undertake this activity. It was apparent that some YOT Police Officers, rather than assisting YOT colleagues in these activities, were in fact devising, arranging and supervising them. It is our considered view that these types of activities do not make best use of a Police Officers time and skills, where this occurs, it should be reviewed with a view to its cessation.

### 6.3. Court and Duty officer

6.3.1. It is considered incompatible with the mission of policing to allow Police Officers to attend court as a court officer. There is a bias and external pressure that can lead to a potential conflict of interest. This is sufficient enough to call into question whether they can truly present the case in an unbiased way that best meets the need of the young person, their parent organisation and the wider public.

6.3.2. In addition to this, the Police Officer has a limited skills set in terms of the wider needs of a young person whom they may be called upon to help as part of the duty officer role. Whilst this might be addressed by multi skilling YOT staff to increase resilience, the issue remains that this may mean Police Officers assuming pseudo social care roles for which they are neither trained nor do they utilise their policing skills.

## 7. Conclusion

In conclusion, we are satisfied that the role of the YOT PC remains an important and valuable part of the multi agency YOT team and we believe that the recommendations made in this document give due recognition to the successes achieved so far, whilst setting the scene for enhancing the role further to meet the considerable challenges faced by all partners under the current climate. We commend this document to you and trust it will be of value in shaping the future of the YOT PC but also the wider YOT partnership.

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## Annex A - Summary of new and removed activities

### What is in the enhanced role

#### Intelligence:

- SPOC
- Daily management meetings. E briefings
- Tasking and co-ordination
- Target selection

#### Neighbourhood Policing:

- Early intervention and prevention
- Identifying young people at risk/ Diversionary activities
- Identifying reparation activities from neighbourhood priorities

#### Partnerships:

- ASB Forums
- Public meetings
- Children's trust or other arrangements

#### IOM:

- Intelligence share with IOM
- Ensure transition of Young person to adult IOM with police colleagues

#### Deter young Offenders:

- Joint management with case worker
- Prison visit pre release where appropriate
- Home visits if in breach

### What is optional

#### Diversionary activities

- Working with Police and or YOT colleagues to identify and deliver diversionary activities

### What is out or needs local review

#### Asset completion (Final Warning)

- Does capacity exist within the YOT to free resource to complete this activity?

#### Duty officer

- Does the YOT have capacity to staff this duty from non Police staff?

#### Court officer

- Does the YOT have capacity to staff this duty from non Police staff?

#### Reparation

- Officers should not be designing, arranging and supervising reparation
- Officers can assist colleagues where they are trained to do so

#### Resettlement

- Share information with Neighbourhood policing teams
- Keep in touch with intelligence teams to monitor those on licence

# The YOT Police Officer Review and Role Development

## Annex B - Glossary of terms

<b>ACPO</b>	Association of Chief Police Officers is an independent, professionally led strategic body. ACPO leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland.
<b>Asset</b>	Asset provides a common, structured framework for assessment of all young people involved in the criminal justice system. It is a standard assessment of the factors contributing to a young person's offending.
<b>DYO</b>	Deter Young Offenders is a cohort of young people identified as being high risk through their Asset scores.  The DYO scheme ensures that the local CJS supports the wider partnership efforts to reduce the re-offending of this high risk group of young offenders. The DYO scheme builds on the existing operational practice of the local Youth Offending Teams.
<b>FTE</b>	First Time Entrants consist of young people entering the Youth Justice System for the first time, this may be in form of a Reprimand, Final Warning or first court conviction.
<b>IOM</b>	Integrated Offender Management is a system that provides all agencies engaged in local criminal justice partnerships with a single coherent structure for the management of repeat offenders. Young offenders are already managed using an integrated approach through YOTs and DYO management. IOM builds on this by incorporating a wider range of partners. This joined-up approach helps to deliver clear operational benefits for both adult and youth systems.
<b>NIM</b>	National Intelligence Model - The process by which problems are identified, understood and dealt with using intelligence and analytical tools to do so.
<b>Sustaining the success</b>	Sustaining the success was a document published by the YJB in 2006 outlining how far YOTs had come and the work they were doing. The YJB is now working towards a refresh of the document.
<b>TYS</b>	Targeted Youth Support is delivered collaboratively through a range of services, including: education welfare, behaviour support, youth services, social services, drugs and alcohol, sexual health, mental health, housing support, youth offending services; and through Positive Activities for young people, Positive Futures, and the Teenage Pregnancy Strategy.
<b>YIP</b>	Youth Inclusion Programmes (YIPs), established in 2000, are tailor-made programmes for 8 to 17-year-olds, who are identified as being at high risk of involvement in offending or anti-social behaviour.
<b>YISP</b>	Youth Inclusion and Support Panels (YISPs) aim to prevent anti-social behaviour and offending by 8 to 13-year-olds who are considered to be at high risk of offending.  Panels are made up of a number of representatives of different agencies (e.g. police, schools, health and social services).
<b>YJB</b>	The Youth Justice Board for England and Wales is an executive non-departmental public body. The YJB oversees the youth justice system in England and Wales.

# The YOT Police Officer Review and Role Development

## Annex C - Role Profile

<b>Role Title:</b>	YOUTH OFFENDING TEAM CONSTABLE
<b>Rank/Grade:</b>	CONSTABLE
<b>Job Family:</b>	Crime Management Department
<b>Reporting to:</b>	Youth Offending Team supervisor
<b>Main purpose of the role:</b>	Work within Youth Offending Team and with other agencies as required to achieve maximum impact on preventing or reducing youth crime, and where relevant to pursue initiatives aimed at the factors contributing to this. This role should be conducted within the Hertfordshire.

## Core Responsibilities

### Activities

The role holder should effectively deliver these key requirements:

### Community Safety

#### 77 - Contribute to multi-agency case conferences/meetings

Attend multi-agency case conferences/meetings as a representative of the Police force, ensuring that recommendations and decision(s) do not commit the force to action which the cannot deliver and/or breach legislation, policy and procedure.

#### 79 - Participate in the prevention and rehabilitation of youth offenders

Work as a police representative of a multi-disciplinary team dealing with the prevention of youth offending and the rehabilitation of youth offenders in accordance with the relevant legislation, policies, procedures and protocols.

#### 129 - Manage partnership arrangements with the community and other agencies

Manage partnership arrangements which address local community and agency needs and contribute to the reduction of crime and disorder.

#### 131 - Adopt a problem solving approach to community issues

Work with the community partners and other agencies to solve community problems in accordance with the relevant legislation policy procedures and partnership agreements.

#### 151 - Promote and raise awareness of social responsibilities and community safety among young people

Work with schools, local community representatives and agency stakeholders to develop and implement initiatives that will educate young people on personal safety and crime awareness.  
Intelligence

#### 56 - Gather intelligence to support policing objectives

Gather intelligence to facilitate the achievement of crime and disorder reduction objectives. Ensure intelligence is obtained ethically and in accordance with the relevant legislation, policy, protocols and codes of practice.

# The YOT Police Officer Review and Role Development

## **57 - Use intelligence to support policing objectives**

Use intelligence to support the achievement of community safety and crime reduction objectives. Ensure that intelligence is used ethically and in accordance with the relevant legislation, policy, protocols and codes and practice.

## **60 - Disseminate intelligence to support operational policing**

Disseminate intelligence in the appropriate manner to relevant organisations, departments and/or individuals, whilst maintaining the required confidentiality, sensitivity and duty of care.

## **Police Operations**

### **68 - Plan local policing operations**

Plan operations gathering information, intelligence or evidence about specific policing problems aimed at contributing to achievement of the force Policing Plan and /or identified local need, ensuring that it is both ethical and conforms to best practice.

### **69 - Participate in operations**

Participate in police and agency - led operations, working within appropriate authority limits, and carrying out tasks necessary for the successful implementation of the operation, whilst managing risks to the operation and acting in accordance with legislation and procedure.

### **204 - Conduct operational risk assessments**

Complete a thorough risk assessment for operational events, ensuring adequate control measures are in place and that an appropriate contingency plan is developed.

## **Custody & Prosecution**

### **35 - Conduct arrest and process procedures**

Carry out arrest /process procedures in accordance with the relevant legal requirements and policy, having regard for human rights, security, health and safety of person(s) detained, members of the public, colleagues and self.

### **36 - Conduct custody reception procedures (arresting officer)**

Attend the custody suite as the arresting officer with the person detained under escort. Whilst ensuring the security and welfare of the person detained, comply with the custody reception procedures required by law, current codes of practice and policy.

### **41 - Complete prosecution procedures**

Complete prosecution procedures in accordance with codes of practice and relevant legislation.

### **44 - Present evidence in court and at other hearings**

Attend court and give evidence in accordance with legislation.

## **Personal Responsibility**

### **206 – Comply with Health and Safety legislation**

Ensure that you show a duty of care and take appropriate action to comply with Health and Safety requirements at all times.

### **216 - Complete administration procedures**

Ensure that all matters relating to the process of information are carried out in a prompt, efficient manner and in accordance with legislation, policy and procedure.

### **242 - Make best use of technology**

Make best use of technology in support of your role, ensuring correct operation and compliance with force and legal requirements.

# The YOT Police Officer Review and Role Development

## Managing the Organisation

### 1042 – Gather information to support action

Gather information from a range of sources in order to support action.

Ensure the information is obtained ethically and in accordance with relevant legislation and policy.

### 1072 – Provide specialist advice and knowledge

Provide specialist advice and knowledge to colleagues, partners and other individuals and agencies to support the achievement of force objectives and enable compliance with force policy.

### 1117 – Facilitate group discussions

Facilitate group discussion ensuring equal participation of all involved to enable objectives to be met.

## Managing & Developing People

### 234 - Prepare and deliver presentations

Prepare and deliver information to diverse audiences ensuring that you use an appropriate communication style, operate equipment correctly and represent the values of the Service.

## Health, Safety & Welfare

### 207 – Provide first aid

Identify the nature of illness or injury and provide the necessary first aid treatment in accordance with approved procedures.

## Role Profile - Behavioural Competencies

Area	Behavioural heading	Level
Leadership	Openness to Change	C
	Negotiating and Influencing	B
Working with others	Respect for race and diversity	A
	Team working	C
	Community and customer focus	B
	Effective Communications	B
Achieving results	Problem Solving	B
	Planning and organising	C
	Personal responsibility	A
	Resilience	A

Produced by the

## **Association of Chief Police Officers**

ACPO is an independent, professionally led strategic body. In the public interest and, in equal and active partnership with Government and the Association of Police Authorities, ACPO leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland. In times of national need ACPO - on behalf of all chief officers - coordinates the strategic policing response.

Chief officers of all police forces strive to deliver effective policing at local, regional and national levels. ACPO is a voluntary association of chief officers bringing together their experience and expertise to help achieve those aims on behalf of the public. ACPO is wholly accountable to chief officers who in turn, are each accountable to the people they serve and to police authorities at a force level.

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