

Security Classification:		NOT PROTECTIVELY MARKED	
Disclosable under FOIA 2000:		Yes	
Author:	Ian Carter	Force / Organisation:	Essex Police
Date Created:	19.11.07	Telephone:	01245 452683



Association of Chief Police Officer of England,
Wales & Northern Ireland

“It’s Never Too Early... It’s Never Too Late” - The ACPO Strategy for Children and Young People

Status:

This document is published by the Criminal Justice Business Area and has been agreed at ACPO Cabinet and will assist in setting out the policing response to the broad area of work that is the children and young people. It has been audited in line with ACPO requirements, is disclosable under the FOIA 2000 and is subject to Copyright.

Implementation

Date:

21 December 2007

Review Date:

21 December 2010

Copyright © 2005. All rights reserved. Association of Chief Police Officers of England, Wales and Northern Ireland. Registered number: 344583: 10
Victoria Street, London. SW1H 0NN.

NOT PROTECTIVELY MARKED

1 of 14

CONTENTS PAGE

Section	Page number
1. Foreword	3
2. Scope	4
3. Engaging with Children and Young People	5
4. Children and Young People as Victims and Witnesses	6
5. Children and Young at Risk of Offending	7
6a. Children and Young People Who Offend – Pre-Court Intervention	8
6b. Children and Young People Who Offend – Serious and Persistent Young Offenders	9
7. Cross-Cutting Strands	10
8. Appendices	
'A' - ACPO Workbook	12

1 FOREWORD

1.1 This overarching strategy is essential in setting out the policing response to the broad area of work that is the children and young people agenda. Increasing responsibility is being placed upon the police and all other agencies from all sectors to work in partnership in the delivery of services to children and young people from birth to adulthood. This responsibility now extends far beyond the youth justice system and is encapsulated within the legal duty to ensure that all children and young people are able to; Be healthy; Stay safe; Enjoy and achieve, Make a positive contribution; Achieve economic well-being.

1.2 In developing this strategy, ACPO Youth Issues Group has been determined to ensure that the police service response to this complex and largely new area of work is consistent with existing business approaches and policies. In order to achieve this it is structured with four key themes and a number of cross-cutting agendas that gives the flexibility needed to embrace any new elements of legislation or practice.

1.3 The result is a broad approach that recognises that only a small proportion of our young people come into contact with the Youth Justice system as offenders, but a significant proportion do so as victims and witnesses. These and many other children and young people experience different risk factors throughout their lives that increase the likelihood of them coming to harm or becoming involved in criminality. Positive engagement with the police and their local communities will help us to identify and support those children and young people who are at risk and help all children and young people to enjoy a positive role within their communities.

1.4 Whilst it is a small proportion of young people that commit crime, some of them do go on to become prolific offenders and cause great suffering and misery within our communities. It is vital that we have processes in place to identify these young people early in their criminal careers and develop the best youth justice practice to divert them from crime into more positive activities and lifestyles. For those that persist in offending, or commit serious crimes, not only will we resort to the full weight of the law, but we will ensure that intervention is tailored to the needs of the individual and the community and ensure that young offenders are positively rehabilitated in their communities thereafter.

1.5 Critical to the success of this strategy is the active leadership of Chief Police Officers. Each element has a Chief Officer portfolio lead whose task is to ensure that the necessary research and development is progressed and, through a detailed work plan, our aims and objectives are achieved. We believe this broad-based approach identifies the policing role and contribution to this agenda and provides our best prospect for success by insisting ***'it's never too early and never too late'***.

A handwritten signature in black ink, appearing to read 'R. Baker', is written over a horizontal line. The signature is stylized and cursive.

Roger Baker

Chief Constable, Essex Police and Chairman ACPO Youth Issues Group
ACPO Workbook for the creation of Guidance/Practice Advice

2 SCOPE

2.1 This holistic strategy overarches the four identified themes of police business that directly involve or impact upon children and young people:

2.1.1 Engaging with Children and Young People

2.1.2 Children and Young People as Victims and Witnesses

2.1.3 Children and Young People at Risk of Offending

2.1.4 Children and Young people Who Offend – Delivering Effective Youth Justice AND - Serious and Persistent Young Offenders

2.2 It also recognises six key cross-cutting agendas that impact on all four themes:

2.2.1 Human Resource Development

2.2.2 Every Child Matters

2.2.3 Safer School Partnerships

2.2.4 Neighbourhood Policing Youth Toolkit

2.2.5 Youth Justice Board

2.2.6 Communications

2.3 Each of these ten portfolio areas has a named lead within the ACPO Youth Issues Group.

3 ENGAGING WITH CHILDREN AND YOUNG PEOPLE

3.1 ACPO 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.

3.2 Aim:

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

3.3 Objectives:

3.3.1 To develop consultation mechanisms for children and young people to communicate openly with the police at the local level, ensuring that all communication is properly recognised and valued in order to share a better understanding of the issues for different children and young people and the police.

3.3.2 To encourage participation of children and young people in decision making that affects them, and take account of their views, in determining policing policy and practice at national, force and local community level.

3.3.3 To support the delivery of positive activities for children and young people to reduce crime and anti-social behaviour, an understanding of how to successfully signpost children and young people to them and how to influence their suitability and availability according to local need.

3.3.4 To work with local community and agency partners to identify children and young people at risk and to ensure local activities, initiatives and opportunities for high risk children and young people, including those committing or at risk of anti-social and criminal behaviour, truants from school, etc. meet their individually identified needs and those of their families and wider communities.

3.3.5 To develop partnership networks with statutory and non-statutory service providers to support progression routing and fulfill the legal responsibility to promote the five key outcomes for all children and young people.

3.3.6 To involve children and young people in identifying information, actions and preventative activities that will address anti-social behaviour and criminality by providing solutions within their own communities.

3.3.7 To ensure that measures to tackle anti-social behaviour are sufficient and adequate guidance is available for them to be used most effectively within neighbourhood policing.

3.4 PORTFOLIO LEAD: Bernard Lawson, Assistant Chief Constable, Merseyside Police

4 CHILDREN AND YOUNG PEOPLE AS VICTIMS AND WITNESSES

4.1 ACPO recognise 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

4.2 Aim:

4.2.1 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.

4.3 Objectives:

4.3.1 To work with the DfES, YJB, Victim Support and other partners to develop programmes that can be delivered, age appropriately, within schools and other learning environments to:

4.3.1.1 Prevent children and young people from becoming victims of crime;

4.3.1.2 Empower young victims of crime and anti-social behaviour to cope with the effects of their victimisation;

4.3.1.3 Divert children and young people away from crime;

4.3.1.4 Educate children and young people about the consequences of crime as victims and perpetrators;

4.3.1.5 Promote the five key outcomes for all children and young people, in particular helping them to 'Stay Safe';

4.3.1.6 Reinforce the responsibilities of all citizens to society and the importance of mutual respect.

4.3.2 To identify age appropriate crime prevention initiatives or information that will prevent victimisation and disseminate good practice through neighbourhood policing teams, neighbourhood watch, schools, youth clubs and other similar groups that engage with children and young people.

4.3.3 To ensure that the welfare of the child or young person is the paramount consideration in any investigation and that wherever possible and appropriate, their family is fully involved and consulted.

4.3.4 To work with professional and community partners to ensure that appropriate standards are in place for interviewing young victims and witnesses and to support them and their families through any subsequent criminal justice process, including maximising the use of special measures for vulnerable witnesses.

4.4 PORTFOLIO LEAD: Kevin Wilkins, Assistant Chief Constable, Norfolk Constabulary

5 CHILDREN AND YOUNG PEOPLE AT RISK OF OFFENDING

5.1 ACPO 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.

5.2 Aim:

5.2.1 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.

5.3 Objectives:

5.3.1 To develop a national standard approach that enables the police and local partners:

5.3.1.1 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;

5.3.1.2 To confidently share personal information wherever appropriate, with respect for confidentiality and in accordance with legislative requirements;

5.3.1.3 To agree multi-agency action plans tailored to the individual needs of children and young people at the highest risk;

5.3.1.4 To deliver appropriate support and intervention that will reduce that risk and change their behaviour as necessary;

5.3.1.5 To monitor progress against the action plan.

5.3.2 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.

5.4 PORTFOLIO LEAD: Steve Mortimore, Assistant Chief Constable, Avon and Somerset Constabulary

6(a) CHILDREN AND YOUNG PEOPLE WHO OFFEND – PRE-COURT INTERVENTION

6.1 ACPO 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.

6.2 Aims:

6.2.1 To deal quickly and effectively with children and young people who offend.

6.2.2 To have consistent and effective processes and systems across all police forces.

6.2.3 To ensure policing responses are appropriate and graduated towards those young offenders who are at greatest risk of further anti-social behaviour and criminality.

6.3 Objectives:

6.3.1 To ensure police forces understand their legal responsibilities within the youth justice system and in support of Yots.

6.3.2 To ensure forces meet nationally agreed standards for arrest to sentence.

6.3.3 With relevant partners to regularly update and maintain the ACPO Gravity Factor Matrix to ensure it provides a current and consistent decision making framework.

6.3.4 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.

6.3.5 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.

6.3.6 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.

6.3.7 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.

6.3.8 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(b) CHILDREN AND YOUNG PEOPLE WHO OFFEND – SERIOUS AND PERSISTENT YOUNG OFFENDERS

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

6.5 Aims:

6.5.1 To target prolific and other priority young offenders, including serious, persistent (PYO's) and "spree" young offenders by intelligence-led policing, multi-agency partnerships and neighbourhood action.

6.5.2 To prevent and deter other young offenders in the youth justice system from becoming prolific or persistent offenders.

6.6 Objectives:

6.6.1 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.

6.6.2 To create within the National Intelligence Model approach a similarly specific local focus for tackling serious and "spree" offenders and PYOs, including issues of gangs, guns, knives and other serious public and community concerns as they arise.

6.6.3 To develop indicators by which performance related to young offenders can be rigorously monitored at the local level and recognise good practice.

6.6.4 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.

6.6.5 To fully participate in the work of the YOTs and other nationwide schemes such as the Intensive Supervision and Surveillance Programme (ISSP).

6.6.6 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.

6.7 PORTFOLIO LEAD: Carmel Napier, Assistant Chief Constable, Essex Police

7 CROSS-CUTTING STRANDS

7.1 HUMAN RESOURCE DEVELOPMENT

7.1.2 ACPO recognises the need for more specialist skills in order to communicate most effectively with and better understand and deal with the needs of children and young people, both within policing and the wider partnership framework.

7.1.3 Aim:

7.1.3.1 To develop national occupational standards to ensure the delivery of quality services to and for young people in support of the needs identified in the ACPO Children and Young People Strategy.

7.1.4 Objectives:

7.1.4.1 To define what the organisation expects of its staff when delivering services to and for children and young people which acknowledges its part within the children's workforce as outlined in Every Child Matters.

7.1.4.2 To specify the different police officer roles in terms of profiles and the competency framework, for all specialist posts, whether working alone or with agency partners, in providing a quality service to and for children and young people.

7.1.4.3 To identify training needs and requirements for specific staff and their supervisors and with relevant partners gain access to or develop accredited national training wherever possible to satisfy those needs.

7.1.4.4 To provide qualitative benchmarks against which the performance of individuals and organisations can be assessed.

7.1.4.5 To provide external validation of quality.

7.1.5 PORTFOLIO LEAD: Ron Hogg, Deputy Chief Constable, Cleveland Police

7.2 EVERY CHILD MATTERS

7.2.1 Aim: To ensure that the police service is enabled to play a full part in the delivery of services to children and young people both to fulfill its legal duties and to ensure that every child achieves the five key outcomes.

7.2.2 PORTFOLIO LEAD: Rod Jarman, Commander, Metropolitan Police

7.3 SAFER SCHOOL PARTNERSHIPS

7.3.1 Aim: To ensure that Safer School Partnerships become accepted as the preferred approach to delivering policing in schools across all police force areas, especially in all those schools that have been identified with partners to be at highest risk.

7.3.2 PORTFOLIO LEAD: Rod Jarman, Commander, Metropolitan Police
ACPO Workbook for the creation of Guidance/Practice Advice

7.4 NEIGHBOURHOOD POLICING YOUTH TOOLKIT

7.4.1 Aim: To develop a simple, plain English toolkit for turning this broad ranging strategy into the most effective practice that can be consistently managed and delivered by all those working at the front line of policing.

7.4.2 PORTFOLIO LEAD: Roger Baker, Chief Constable, Essex Police

7.5 YOUTH JUSTICE BOARD

7.5.1 Aim: To build the strongest possible partnership links with the Youth Justice Board through innovative mechanisms for joint working to maintain the youth justice service, from early prevention to rehabilitation, through reinforcing an evidence-based approach to policy development and effective practice delivery.

7.5.2 PORTFOLIO LEAD: Roger Baker, Chief Constable, Essex Police

7.6 COMMUNICATIONS

7.6.1 Aim: To ensure that the work and responsibilities of the ACPO Youth Issues Group are properly represented and appropriately communicated and marketed within Government, the police service, partner agencies and the general public.

7.6.2 PORTFOLIO LEAD: William Horne, Assistant Chief Constable, Gwent Police

**SECTION C - ACPO EQUALITY IMPACT ASSESSMENT TEMPLATE
(DIVERSITY AUDIT) AS AGREED WITH THE CRE**

C1. Identify all aims of the guidance/advice

C.1.1 Identify the aims and projected outcomes of the guidance/advice:
To identify the ACPO position in relation to the children and young people agenda for policing, by setting out clear aims and objectives to help structure this complex agenda for individual forces to focus on key aspects of legislation, policy guidance and evaluated good practice.
C.1.2 Which individuals and organisations are likely to have an interest in or likely to be affected by the proposal?
There is likely to be a beneficial interest from all potential partners at all levels within the children and young people agenda. At the national ACPO level this includes all Government Departments, the Association of Police Authorities, the Crown Prosecution Service and the Youth Justice Board.

C2. Consider the evidence

C.2.1 What relevant quantitative data has been considered? N/A
C.2.2 What relevant qualitative information has been considered? N/A
C.2.3 What gaps in data/information were identified? N/A
C.2.4 What consideration has been given to commissioning research? Research of relevant legislation, policy guidance and evaluated good practice has all been completed in-house and forms part of an ongoing process of involvement in further policy development.

C3. Assess likely impact

C.3.1 From the analysis of data and information has any potential for differential/adverse impact been identified?	
Age	Yes
Disability	No
Gender	No
Race	No
Religion / Belief	No
Sexual Orientation	No
C.3.2 If yes explain any intentional impact:	
Age	The potential to improve the quality of service provided by policing to children and young people under the age of 18 years.
Disability	N/A
Gender	N/A
Race	N/A
Religion / Belief	N/A
Sexual Orientation	N/A
C.3.3 If yes explain what impact was discovered which you feel is justifiable in order to achieve the overall proposal aims. Please provide examples:	

Age	By providing a better understanding of what is an extremely complex agenda and by breaking it down into clear themes, each with key aims and objectives to focus attention where maximum success may be realised, the potential for adverse outcomes through too narrow a focus will be reduced
Disability	N/A
Gender	N/A
Race	N/A
Religion / Belief	N/A
Sexual Orientation	N/A
C.3.4 Are there any other factors that might help to explain differential /adverse impact? N/A	

C4. Consider alternatives

C.4.1 Summarise what changes have been made to the proposal to remove or reduce the potential for differential/adverse impact:
The strategy has been revised, restructured and updated to reflect the current position with regard to legislation, policy guidance and evaluated good practice and enable ACPO to better respond to future changes in this agenda.
C.4.2 Summarise changes to the proposal to remove or reduce the potential for differential/adverse impact that were considered but not implemented and explain why this was the case:
None
C.4.3 If potential for differential/adverse impact remains explain why implementation is justifiable in order to meet the wider proposal aims:
It remains simply because all forces interpret their priorities and practice differently but a coherent and comprehensive strategic framework should lead to a better understanding and prioritisation of the main issues and therefore better outcomes for policing and adherence to legal duties and requirements.

C5. Consult formally

C.5.1 Has the proposal been subject to consultation? If no, please state why not. If yes, state which individuals and organisations were consulted and what form the consultation took:	
Age	
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	
C.5.2 What was the outcome of the consultation?	
Age	
Disability	
Gender	
Race	
Religion / Belief	
Sexual Orientation	

C.5.3 Has the proposal been reviewed and/or amended in light of the outcomes of consultation?
C.5.4 Have the results of the consultation been fed back to the consultees?

C6. Decide whether to adopt the proposal

C.6.1 Provide a statement outlining the findings of the impact assessment process. If the proposal has been identified as having a possibility to adversely impact upon diverse communities, the statement should include justification for the implementation:

C7. Make Monitoring Arrangements

C.7.1 What consideration has been given to piloting the proposal?
N/A
C.7.2 What monitoring will be implemented at a national level by the proposal owning agency and/or other national agency?
The ACPO Youth Issues Group will manage all issues relating to monitoring and further develop and report as necessary to ACPO Criminal Justice Business Area.
C.7.3 Is this proposal intended to be implemented by local agencies that have a statutory duty to impact assess policies? If so, what monitoring requirements are you placing on that agency?
No

C8. Publish Assessment Results

C.8.1 What form will the publication of the impact assessment take?
<i>It is recommended that for publication on the ACPO website, the impact assessment be attached to the completed document as the first appendix. On the ACPO Intranet, the whole workbook will be attached to assist in the preparation of local audits.</i>