ACPO Children & Young People

The Association of Chief Police Officers

Children & Young People Strategy 2010 - 2013

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Introduction:

Setting the context

There are just over 12 million children and young people living in England, Wales and Northern Ireland (1) and as individuals, they will face many different opportunities and challenges. However what they share is a journey, a journey from childhood to adulthood which, if negotiated successfully, will provide beneficial outcomes for themselves and for society. During this process the majority will have contact with the police. For some young people it may be through involvement in an incident, as a witness or as a victim where they require reassurance, safety and support. For offenders the interaction may be more confrontational, however for the majority of young people it will be a routine conversation asking for help and advice or part of planned engagement activity. This strategy focuses on the professionalism of the police in its ability to interact with all children and young people in an effective, supportive and positive manner. To do this a small number of critical points need to be highlighted.

Firstly, we should not underestimate the difficulty surrounding day-to-day interactions between the police, children and young people. Although we know the vast majority of encounters are positive, we must strive to reduce the number of negative encounters, especially as evidence shows that these can have up to 14 times more impact (2). The MPA recently showed that 40% of those who took part in a youth survey stated they were not confident the police would be able to respond to their needs (3). As such, we know there is scope to improve our engagement and the results would be mutually beneficial. More supportive and constructive interactions would lead to increased numbers of young people achieving their potential, whilst reducing confrontational interactions and improving confidence in the service.

Secondly, we know the negative behaviour of some young people is emotive and has been reported in the media since the late 1600's. However, we must not demonise young people but be sophisticated enough to identify the relatively small numbers who are serious and persistent offenders. Often for these offenders enforcement may be the most effective tool, but for many others it can be a blunt instrument. Evidence shows that highly punitive sanctions have little impact on recidivism (4). Therefore, enforcement should be used wisely and operational incidents should be accurately analysed to allow for appropriate and proportionate responses. Getting it wrong, especially when it results in the unnecessary criminalisation of young people, can mean heavy costs to the individual and society.

Finally, I want to make a further point about interventions. There is a wealth of evidence which lists the risk factors that predict the likelihood of vulnerability as well as future offending patterns (5). This evidence also shows that the earlier the intervention the more effective it will be, leading to improved trust and confidence in the service. We appreciate the police are part of a much bigger team who provide services to young people, however too often these services can run in parallel, rather than in tandem to each other. This leads to poorer outcomes for young people, as well as generating further costs to the agencies involved. If we work alongside both partners and young people we can become more proficient at assessing need, vulnerability, and identifying risk, thereby providing tailored multi-agency targeted responses to deliver a more pro-active, efficient and effective service. Preventing the damage rather than mopping it up afterwards provides a better outcome for the individual, the service, our partners, and society.

The newly formed ACPO Business Area for Children and Young People is testament to the importance the police service places on this area. Since forming we have set out our vision, promise and principles to define and direct the way forward, and prior to setting out this strategy we researched and consulted widely. However words are meaningless without action and as such this document is basically in two parts, the direction the police service should take, and secondly the steps it should take to get there. I would implore everyone who is involved in this mission to play their part in delivering this strategy.

Ian McPherson QPM
Assistant Commissioner

Vision, Promise and Principles

Our Vision:

To deliver professional policing services, working with partners, to and for children and young people.

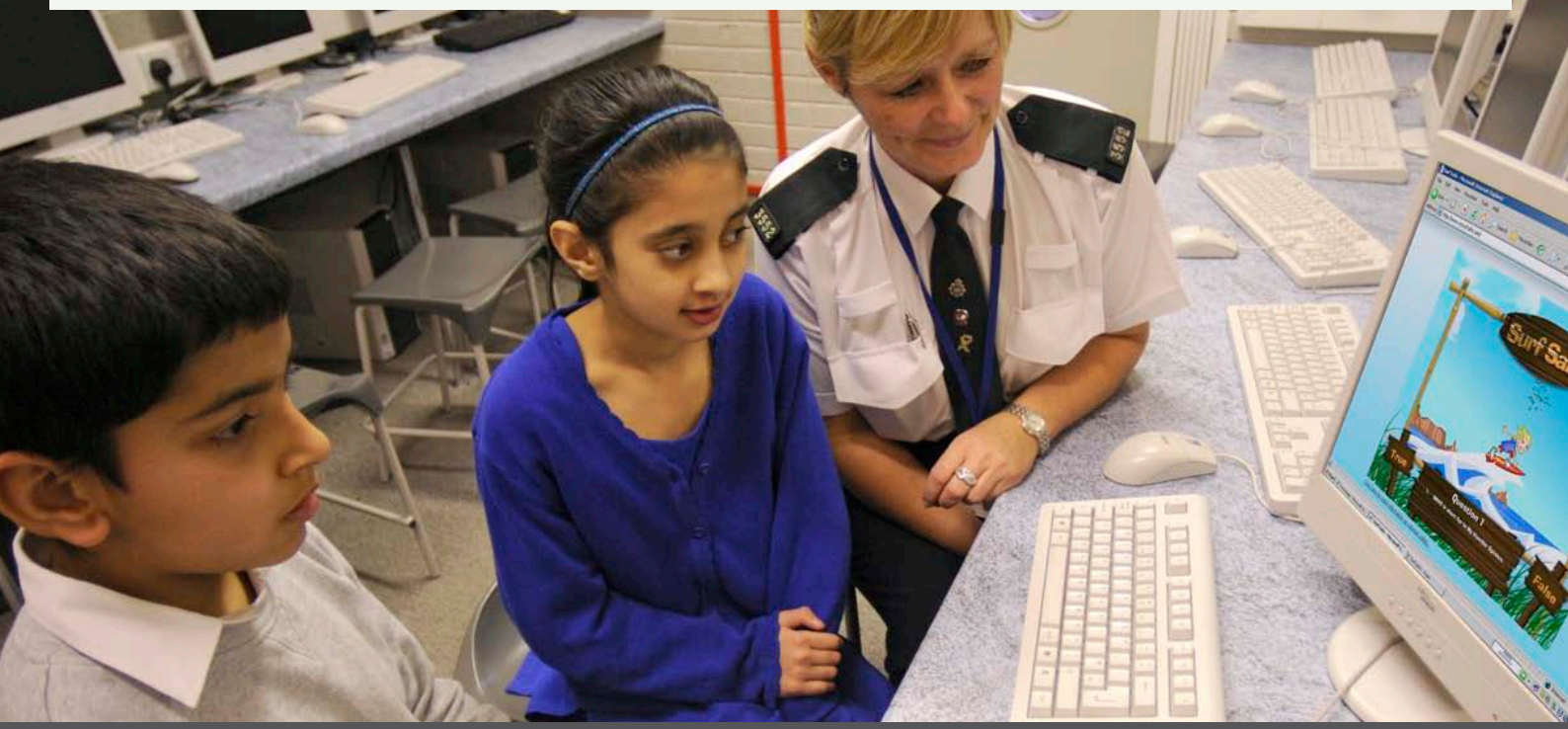
Our Promise:

We will achieve our vision by:

- Engaging and listening to the voices of children and young people in shaping our services.
- Increasing confidence and satisfaction in the police service amongst children and young people.
- Reducing crime and disorder in which children and young people are victims, witnesses or offenders.
- Reducing the unnecessary criminalisation of children and young people through using effective enforcement when justified, necessary and proportionate.
- Actively engaging with partners in providing a co-ordinated and comprehensive approach to delivering services for **ALL** children and young people.

Our Principles:

- Work with partners to focus on helping children and young people to achieve more and the 7 core aims, 'Stronger Partnerships for Better Outcomes' in Wales, for all children and young people, improving their life chances and opportunities and helping to promote a positive image where appropriate.
- Develop a professional and qualified child and young person-focused workforce.
- Deliver a high quality service to all children and young people, whether citizens, victims or offenders.
- Identify and share best practice and deliver to commonly agreed minimum standards.
- Provide advice and drive change across existing ACPO Business Areas to promote this agenda throughout the police service.



Objectives:

What we aim to do

These objectives are part of a wider, over-arching objective which requires the police, as an organisation, to play its part in enhancing the life opportunities of children and young people, helping them to achieve more by building on existing provision and supporting the 7 Core Aims in Wales. This approach helps put children's rights, as detailed in the United Nations Convention on the Rights of the Child (UNCRC), into practice. The tactics to achieve the objectives are diverse (and are set out in separate documents) however, they all rely on a simple principle:

Wherever possible a joint agency problem solving approach should be undertaken to deliver a tailored response to meet the needs of children, young people and the wider community which is proportionate to the threat involved.

Achieving these objectives will provide the following benefits:

- A safer, more cohesive society.
- More opportunity for young people, which results in more opportunities for society.
- A police service that is respected and trusted by children and young people.
- Reduced cost to society in general, and public agencies specifically.

Objective 1:

Prevent and reduce crime and antisocial behaviour (and the perception of crime and antisocial behaviour) involving young people through intelligence led, problem-solving approaches. In this way early identification of the problem is achieved coupled with the ability to provide effective early interventions, proportionate to the likely risk, threat or harm.

Rationale: Firstly there is considerable evidence relating to the factors which predict offending, and the earlier the intervention the better the benefits for the individual and for society in general. An intelligence led problem-solving approach allows for the identification of recurring incidents and the application of a sustainable solution to meet the needs of victims and communities. Secondly there is a further issue concerning perception. An IPSOS Mori study in 2004 (6) found 71% of youth related local and national stories were negative, with only 14% being positive. Therefore as well as a duty to intervene in relation to incidents it is also critical to report on those incidents in an objective and proportionate fashion, in this way the confidence of the wider community, as to how we address issues relating to young people, is likely to improve.

Objective 2:

Improve the satisfaction and confidence of children and young people in their police service. This is to be delivered through enhancing the quality of our contact, working together with young people to earn their trust, and understanding how policing interventions can impact upon their life opportunities.

Rationale: Youth surveys consistently report that the police do not always understand or respond to young people's needs and that well intentioned interventions can sometimes have unintended negative consequences. Confidence and satisfaction is linked closely to the style of interaction (7), therefore in order to understand and address the concerns of young people, we need to improve the quality of these exchanges. In this way young people should be at the heart of any solution.

Objective 3:

Improve the safety of children and young people. This will be achieved by timely and effective identification, assessment and management of their needs and associated risks through positive early interaction and intervention.

Rationale: There is considerable evidence relating to the risk and protective factors associated with harm. By adopting this approach, the police service working closely with its partners can help to reduce the risk of children or young people becoming victims or offenders and help them achieve their potential. The earlier the intervention the safer it is for the individual and the wider community and the more cost effective for the partners involved.

Objective 4:

To work with other agencies to improve the effectiveness of our responses to children and young people, whilst driving down cost through improved working practices.

Rationale: This objective, unlike the previous objectives that relate to outcome measures, relates to internal processes. Indeed it is included as it is vital to the success of this strategy. Services to children and young people are multifaceted and often complex. The most effective outcomes will only be achieved through joined-up approaches and, in this period of financial constraint, is an approach that can provide enhanced services at reduced cost. There is a significant infrastructure already in place for the service to contribute in this regard, including the role within Local Areas / Children's Trusts and Children & Young People's Partnerships. There are also innovative practices across England, Wales and Northern Ireland which are locally based and tailored to meet local needs. However surveys continually show there is still considerable improvement that can be made in 'partnership working' and highlighting it as an objective illustrates the importance we place in this area.

How we will do it

Inputs, outputs and outcomes

The previous sections have focused on the direction the police service should take in relation to children and young people. The rest of this document will concentrate on how this can be done. We know that successful outcomes only occur when the right level and type of inputs are provided, outputs are achieved and importantly when people take responsibility for implementation. The following pages provide an overview of how the police service can work together to deliver this strategy.

The first section provides a national overview in terms of responsibility. The second section suggests to the Police Service the type of inputs and outputs they might consider implementing and aim for as well as providing a self-assessment framework to monitor progress. The third section highlights the national performance indicators which are closely aligned with this strategy.

Of course these areas are supplemented by other guidance, specifically police staff working in specific roles (YOT, SSP), and the recently published 'Local Policing Guide for early intervention and prevention of youth crime and antisocial behaviour'.

This section provides a national overview in relation to how different groups and individuals can play their part and recognises that police staff are an integral part of this process.

ACPO Business Area

The Children and Young People Business Area will take the lead for ACPO in England, Wales and Northern Ireland to deliver this strategy. The Business Area will maintain a strategic perspective and keep regular contact with other key national partners in order to influence joint governmental department working. While not an exhaustive list this should include the Home Office, the Welsh Assembly Government, the Department for Education, the Youth Justice Board and the Ministry of Justice. The business area has an ACPO lead in each of the other ACPO Business areas as well as the NPIA. This enables it to deliver a consistent and cross-cutting approach throughout all policing services concerning children and young people.

ACPO Regional Leads

The ACPO business area has established ACPO leads in each region. Their specific responsibilities are:

- Co-ordinate a regional response to the children and young people's agenda.
- Ensure timely dissemination of ACPO guidance and good practice across the regions and amongst regional operational and strategic leads.
- Taking an active part in developing the children & young people's agenda on a national level, informing the national strategy and being involved in its implementation.
- Promoting activities that help young people achieve more and the Welsh Assembly 7 Core Aims in partnership with other key stakeholders.
- Acting as key contact point within ACPO, and providing an ACPO response, for any nominated area of responsibility.
- Generating regional meetings to disseminate best practice and recent publications or documentation.
- Encourage forces to develop more detailed plans to meet the needs of children and young people in their areas.

Chief Constables

Chief Constables can assist the implementation of this strategy by:

- Playing an active and visible role in the implementation of this strategy and working with critical partners to develop an appropriately skilled workforce that produces effective practitioners and processes.
- Ensuring they have an appointed strategic lead, at Force level, for children and young people, who form strategic alliances with partners working in this area.
- Ensuring that their organisation devises and implements an operational plan to deliver this strategy, taking into account local issues and ensuring that staff understand their individual roles and responsibilities.
- Ensuring their organisation has processes in place for engaging with children and young people and is able to show how this influences decision making and operational implementation.
- Ensuring their organisation has a process to identify children and young people at risk of becoming victims / repeat victims and has systems for early intervention in place to reduce harm.
- Ensuring their organisation has a process in place to identify children and young people at risk of becoming repeat offenders and has processes for early intervention in place to reduce harm.

BCU / Operational Commanders

BCU / senior operational commanders can assist the implementation of this strategy by:

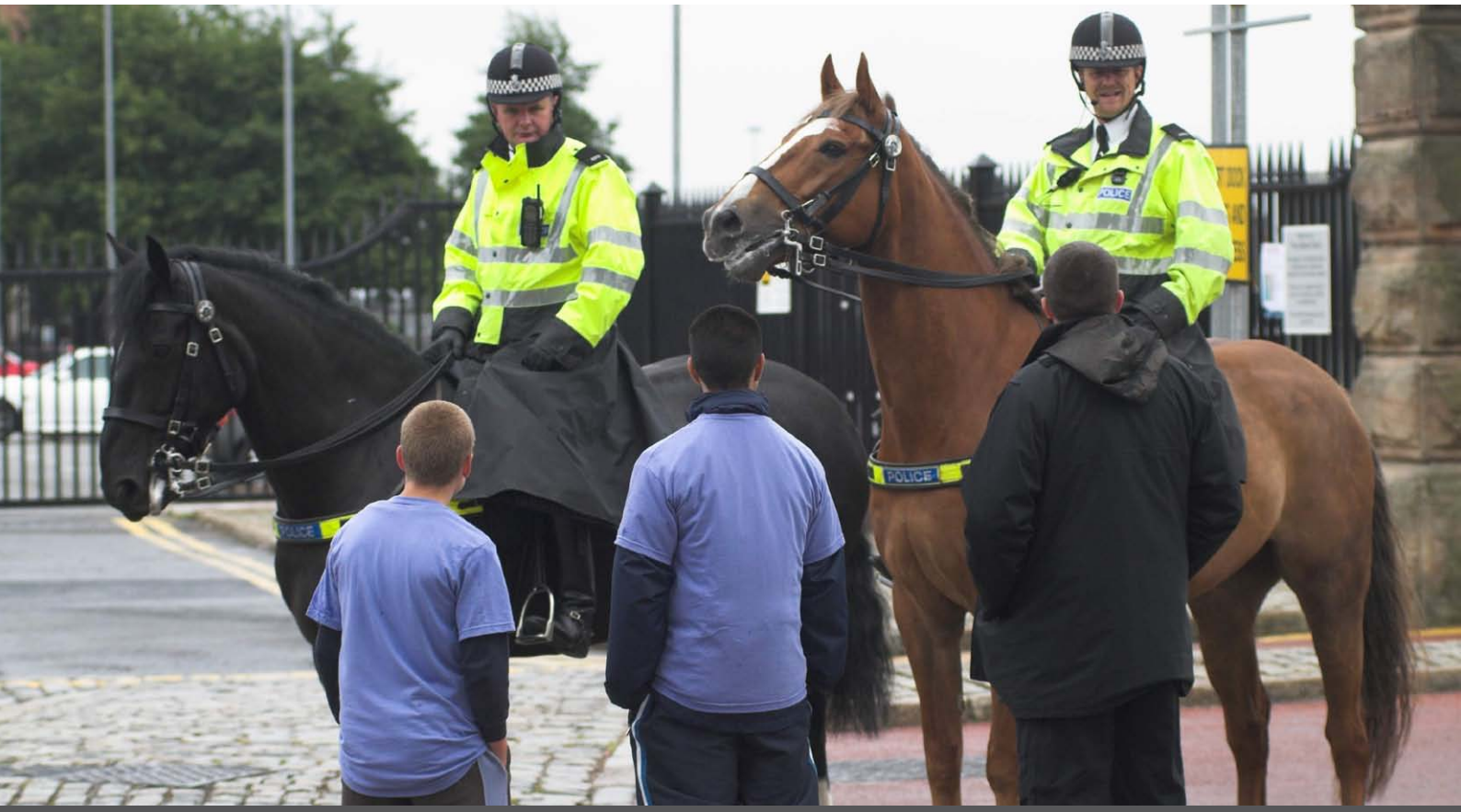
- Playing an active and visible part in the implementation of this strategy through developing effective practitioners and processes as well as engaging with local strategic partners and influencing strategic Children and Young People Plans.
- Ensuring the Force plan is successfully implemented into operational tactics within their area of responsibility and evaluates progress.
- Appointing a senior manager and a Children and Young People Officer to champion issues concerning children and young people in their area and ensure there are strong links with and representation on local partnerships in order to influence strategic priorities and drive tactical implementation.
- Having systems in place to identify recurring problems as well as ensuring operational practitioners are trained to recognise vulnerability and need and are able to utilise effective referral systems, so that risk can be accurately identified and acted upon (further detail in the Local Policing Guide for early intervention and prevention of youth crime and antisocial behaviour).
- Developing operational flexibility in their area of responsibility so that responses are tailored to the problem, thereby delivering proportionate interventions, which provide the best outcomes.
- Develop systems and processes to enable the views of children and young people to shape local service delivery.

The Strategic Implementation Framework

A strategic implementation framework (overleaf) has been developed to assist the police service to identify the organisational inputs and outputs needed to implement this Strategy. It provides a strategic overview of the baseline activity and actions needed to achieve the effective implementation of the four strategic objectives.

This is further supported by a self assessment framework (Appendix A) giving Forces the opportunity to benchmark and grade the effectiveness with which they implement the Strategy through an incremental approach.

The self assessment framework is intended to assist Forces to measure their effectiveness in implementing the strategy and therefore support the positive outcomes intended through the implementation of it's strategic objectives. In addition the self assessment approach seeks to provide a benchmarking tool for any future Children and Young People thematic inspection. This approach will also ensure that Forces have structures in place that will assist them in participating fully in joint partnership with the voluntary sector, community groups and social enterprise initiatives.



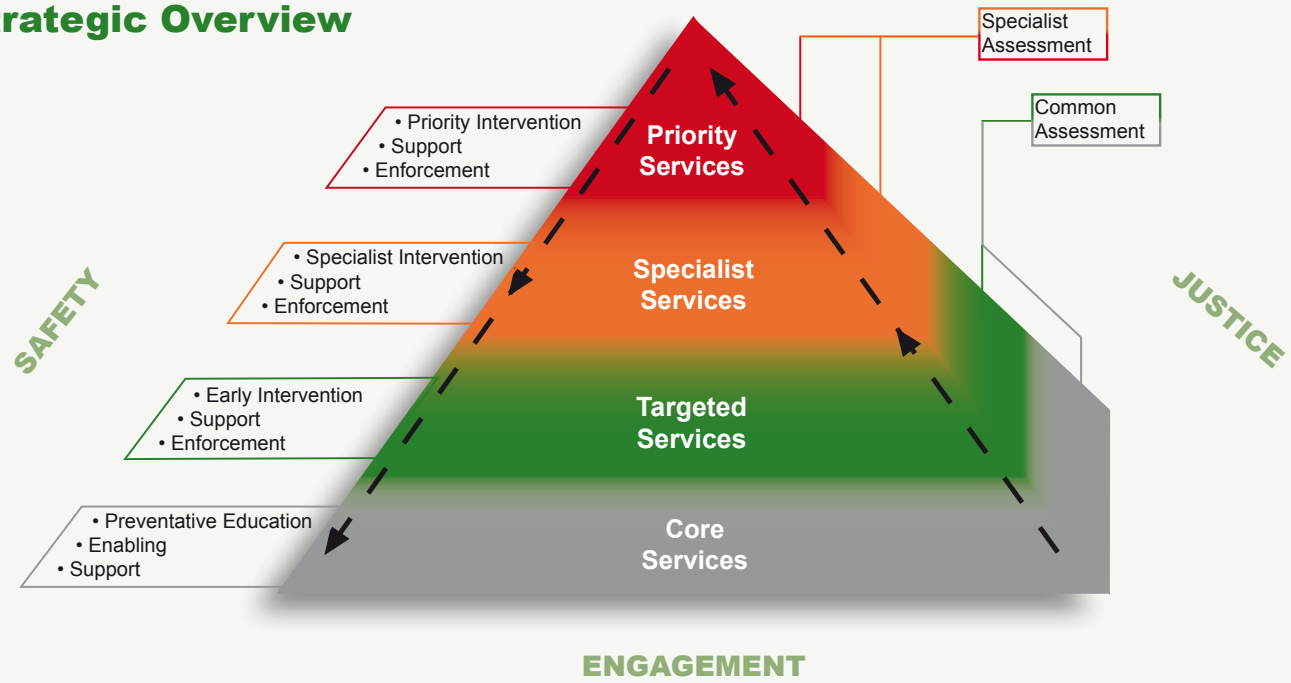
The Strategic Implementation Framework

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, proportionate to the threat.				
The Police Force uses a robust enforcement approach when dealing with the small minority of serious and persistent offenders.	The Police Force considers alternative approaches to the Justice System for young offenders which meet the needs of the victim and offender.	The Police Force works with all partners to ensure children and young people are made aware of anti-social behaviour and safeguarding / child protection issues through educational processes.	The Police Force utilises its full range of powers to reduce crime in line with the Local Policing Guide for early intervention and prevention of youth crime and anti-social behaviour.	The Police Force has a schools engagement plan (i.e. SSP, AWSLCP) and measures the effectiveness.
Improve the satisfaction and confidence of children and young people with the police service				
The Police Force has an appointed strategic lead (ACPO) to champion children and young people. The lead should have a clearly defined role.	The Police Force should have a Strategic C&YP Steering Group to manage the overall force response to children and young people bringing together the strands of child protection and safeguarding / child protection engagement, domestic violence, missing young people, Neighborhood Policing Teams and Youth Justice.	The Police Force has a Children and Young People's Strategy compliant with the ACPO Strategy which clearly states how it can help children and young people achieve more / 7 Core aims.	The Police Force has an appointed youth lead.	The Police Force has a Children and Young People Tactical Plan.
The Police Force has a children and young people specific Policing Promise and regularly reviews its attainment in each area.	The Police Force has a clear plan to promote and raise awareness of the children and young people's strategic objectives.	The Police Force has an effective Communication Strategy that reflects the commitment of the force to children and young people.	The Police Force and support staff are aware of their own responsibilities to children and young people in carrying out their duties.	The Police Force provides training to its entire staff on safeguarding / child protection, identification of risk factors, effective communication and engagement with children and young people.
The Police Force ensures that it engages and listens to the views of children and young people to inform its work.	The Police Force understands how its decisions and actions can and do impact upon children and young people.	The Police Force demonstrates how its decisions and actions can and do impact upon children and young people.	Information is supplied regularly to children and young people on the forces activity in achieving children and young people strategic objectives.	Children and young people are enabled and encouraged to communicate and offer views on the forces' policing activity.
Improve the safety of children and young people through the effective and timely use of systems to identify, assess and manage individual and collective needs and associated risks and thereby help young people achieve their potential through early interaction and intervention.				
The Police Force identifies and understands that children and young people under 18, whether a victim, witness or offender can be vulnerable and need protecting.	The Police Force has training, processes and policies to identify children at harm, particularly those with Mental Health issues and/or at risk through domestic violence, substance misuse and or being a regular missing person.	The Police Force has an early risk assessment (CAF) process in place and demonstrates effective information sharing and referral to partners or voluntary agencies.	The Police Force has a clearly defined diversionary process or system in place for young offenders or those at risk of becoming involved in offending.	The Police Force has in place a process to identify vulnerable children and young people at risk of becoming victims, offenders or repeat victims or offenders.
To work with other agencies to improve the effectiveness of the response to children and young people, whilst driving down cost through improved working practices.				
The Police Force appointed Strategic Lead (ACPO) ensures the Force engages with the local Children's Services partnerships and is fully involved in the formulation of the local children's plan.	The Police Force has joint working policies, procedural instructions and information sharing agreements to ensure effective safeguarding / child protection, promotion of well-being and improvement in services to children and young people which are reviewed annually.	The Police Force works in partnership with local agencies to develop and design complimentary inter-agency tiered services to improve engagement and diversion with C&YP.	The Police Force works with partners to jointly evaluate services provided to C&YP to ensure effectiveness, relevance and best value.	The Police Force fully participates in inter-agency training programs to deliver greater efficiency, effectiveness and understanding in the delivery of C&YP services.

A Tiered Approach

The preceding section discussed the internal changes that have to be made to deliver the strategy. This section focuses on the type of intervention relevant to operational responses. The service recognises that children and young people emerge from diverse backgrounds and have different needs. A tiered response is therefore proposed which focuses on the individual and assesses his/ her need for support and intervention, either in terms of protecting the individual from harm or preventing the individual from causing harm to others. In this way the model develops from the general application of universal services and becomes progressively more intense as the needs of the individual increases. This accepts that the most vulnerable, as well as the most serious and persistent offenders require robust, intensive and targeted services. It should be highlighted that the sooner the intervention takes place the more effective and efficient it will be and that children and young people may transcend these different levels, dependent on their circumstances and the appropriateness and effectiveness of support. This model proposes four tiers of assessment and intervention and is aligned to implementation plans of other business groups and partner agencies.

Strategic Overview



Tier 1 (Core Universal Services):

This tier represents the service ALL children & young people can expect from the police service working with all its partner agencies. These are the services developed nationally, regionally and locally to promote their safety, engagement and fair treatment in accordance with the Neighbourhood Policing / Citizen Focus agenda. Tactics for these are laid out in the Local Policing Guide for early intervention and prevention of youth crime and antisocial behaviour and may include targeted educational initiatives (including PREVENT), local youth policing promises, youth PACT, diversionary initiatives, specialist victim and witness support and where necessary proportionate enforcement.

The implementation of these core preventative services plays a critical role in achieving the four objectives laid out in this strategy. Through these routine and planned interactions the early identification of needs and risks can be effectively assessed and addressed through timely, tailored interventions thereby reducing the likelihood of young people becoming victims or offenders as well as improving trust and confidence in the police. Such contact is a two way process however, whereby, as well as respecting young people's rights, they should be designed to highlight the responsibilities of children and young people and the standards expected of them to be good citizens and maximise their potential.

Tier 2 (Targeted services):

This focuses on those who have been identified as showing evidence of early risk and vulnerability and who may have additional needs. Preventative support and interventions are required for these children and young people and in some cases their families in order to reduce the risk of them coming to harm or becoming involved in crime or antisocial behaviour.

Interventions at this tier can be applied to a group as well as an individual. Studies show that certain individuals can voluntarily or inadvertently belong to high risk groups and that peer group pressure can be particularly powerful, especially when associated with other factors such as deprivation and poor parenting. Examples of these risk groups could include young people who persistently go missing from home, do not attend school and those whose home life is chaotic or subject to domestic abuse.

In some of the worst affected areas we have seen these factors leading to individuals becoming involved in delinquent groups as well as carrying knives or firearms. This tier therefore encourages interventions which are targeted at groups, as well as individuals, and these can be delivered through both national and local plans to prevent young people becoming victims, witnesses or offenders. Examples could include recent attempts to focus gun and knife crime initiatives in particular areas, concerning particular groups or mentoring schemes and can also build on universal delivery.

Tier 3 (Specialist services):

These services are targeted at those who have started to emerge as being at clear risk of harm or a clear threat to others. Such individuals have additional needs and require more specialist assessment and intervention to prevent them becoming acute cases and requiring the most critical services. Examples may include children and young people needing the support and intervention from a YOT or YISP to prevent offending and re-offending or young people who require child protection / safeguarding interventions.

Tier 4 (Priority services):

These services are for the most acute individuals those who are shown to be at immediate risk of harm or those who are the most serious and prolific of offenders. Interventions at tiers 3 & 4 relates to targeted services for individuals or families. This intervention fluctuates in terms of intensity dependent on the risk to the individual and should be tailored to the situation. An individual approach is commonly used in terms of child protection issues and tailoring responses to persistent and serious offenders.

Critical to delivering the strategic theme in practice is the need for a common assessment and referral framework in which risk and additional need is identified and more specialist, individually tailored support is targeted towards those who need it, at the earliest possible juncture to minimise risk and avoid harm. As important is the need to support children and young people as they move back down the tiers, both to recognise and sustain their progress towards independence rather than abandon them to face further risk and harm alone.

Running throughout and between each tier therefore is a requirement for regular updates and information sharing in order for appropriate local services to be developed and adjusted, risk and need to be re-assessed and acted upon and an appropriately skilled and child-focused practitioner workforce to be jointly engaged at each stage.

Monitoring Progress & Measuring Outcomes

Performance management in such a complex arena is notoriously difficult and it is often hard to prioritise particular areas or to establish which activity results in a particular outcome. Without monitoring or evaluating progress it is impossible to identify 'good' or 'poor' practice, or establish the impact this strategy is having, especially in this period of tight financial constraint.

The Strategic Implementation Framework highlighted above provides a template which allows individual forces to monitor their progress in terms of inputs and outputs. It provides a baseline of activity for effective implementation of the Strategy whilst the Self Assessment Framework (Appendix A) expands the effectiveness through incremental milestones and aims to highlight those external indicators which are most closely aligned to the success of this strategy.

Not surprisingly, due to the diversity of services relating to children and young people established performance indicators are spread across many different frameworks. The performance framework for Local Authorities and strategic partnerships covers a broad range of performance indicators that will relate directly to children and young people, again highlighting the importance this group of people have within society. The performance framework covers the areas of health, education, child protection / safeguarding, crime, and poverty. It would serve little purpose to list these objectives here, however some of the more critical objectives of the framework that appear in APACS are shown below:

Objective 1: Engagement with young people

- Satisfaction with service delivery.

Objective 2: Reducing the harm to children and young people

- Children who have run away from home / care overnight (partners measure).
- Serious violent crime rate.
- Repeat incidents of domestic violence.

Objective 3: Reducing offending by children and young people (and the perception of offending)

- Reduce the number of first time entrants into the criminal justice system.
- Youth re-offending rate.
- Knife crime rate.
- Gun crime rate.
- Dealing with local concerns.
- Perceptions of antisocial behaviour.
- Residents perception of police performance.

Objective 4: Working with other agencies, the voluntary sector, community groups and social enterprise initiatives to improve effectiveness whilst driving down costs

As mentioned earlier, this is a process related objective and as such is more adequately assessed through qualitative rather than numerical terms. In addition, as police forces, external agencies, the voluntary sector, community groups and social enterprise initiatives will be at different levels of capability it is felt this objective would be more effectively monitored by individual forces that are able to focus their attention in areas they feel most impact may be felt.

Initiatives where multi-agency key workers have provided intensive support to families which have shown the effective inter-agency pooling of information and resources, to reduce offending and welfare issues, may be one of many areas to consider.

Conclusion

This strategy has articulated ACPO's vision as to the areas the police service of England, Wales and Northern Ireland should focus upon in relation to children and young people. It is perhaps worth remembering that child 'well-being' data published by UNICEF in 2007, which covered 40 separate health, relationship, educational and behavioural criteria in developed countries, shockingly ranked the UK at the bottom of that league.

ACPO believe it is incumbent on the police service to take a leadership role in forging positive and productive relationships with children and young people and their communities so that those individuals and society as a whole can benefit and barriers to community cohesion can be removed.

The Local Policing Guide for early intervention and prevention of youth crime and antisocial behaviour has been designed to accompany this strategy and provides on one level advice to managers responsible for implementing local strategies for children and young people. A practitioner guide details operational tactics designed to deliver performance but more importantly demonstrates how the police can contribute to the key national outcomes for Children and Young People.

This Strategy and associated guidance cannot however be delivered in isolation of other agencies who provide services for children and young people. Joint identification, joint assessment and joint action will be essential in achieving the objectives in this strategy.

Children and young people represent our future society, so it is vital that we engage them and involve them in today's decision making. What we do now will influence the confidence they and the wider community have in us to make them feel and be safe, supported and engaged for generations to come.

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Glossary

7 Core Aims	In November 2000 the Welsh Assembly Government published Children and Young People: A Framework for Partnership, which set out a commitment to the UNCRC and how it should act in all it's dealings with children and young people. In 2003 the Welsh Assembly Government followed this paper with Children and Young People: Rights to Action in which it reiterates its commitment to the UNCRC by setting out the seven core aims.
ACPO	Association of Chief Police Officers.
APACS	Analysis of Police and Community Safety.
ASB	Anti-Social Behaviour.
ASBO	Antisocial Behaviour Order.
AWSLCP	All Wales Schools Liaison Core Programme.
BCU	Basic Command Unit (geographic command area within Police Force).
CAF	Common Assessment Framework.
C&YP	Children & Young People.
DFE	Department for Education, formerly known as DCSF (Department for Children, Schools and families).
IAG	Independent Advisory Group.

MPA	Metropolitan Police Authority.
NIM	National Intelligence Model (a national process for gathering, analysing, auctioning and evaluating information and intelligence).
Neighbourhood Policing	A style of policing that works with the community to provide solutions to local problems and provide reassurance.
NPIA	National Policing Improvement Agency, which has a national responsibility (amongst others) to identify, develop and promulgate good practice.
PCSO	Police Community Support Officer (a non sworn member of the police service who provide a visible and accessible presence in support of police officers).
Problem solving	A style of policing that looks to deal with the causes rather than the symptoms. It is associated with a systematic approach known as Scanning, Analysis, Response, Assessment, which often utilises other agencies to help in providing sustainable solutions.
SSPs	Safer Schools Partnerships.
UNCRC	United Nations Commission on the Rights of the Child.
YOT	Youth Offending Teams are made up of representatives from the Police, Probation Service, Social Services, Health, Education, Drugs & Alcohol abuse, and housing officers. They work with young people within the youth justice system identifying suitable interventions which can prevent further offending.

The Self-Assessment Framework

Prevent and 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, proportionate to the threat.

Milestone One	Milestone Two	Milestone Three	Milestone Four	Assessment
The Police Force uses a robust enforcement approach when dealing with the small minority of serious and persistent offenders.	The Police Force has a policy to identify serious and persistent offenders and direct enforcement activity.	The Police Force has an identified C&YP persistent offender lead and deliver a unit which demonstrates a partnership approach.	There is a system in place to identify potential offenders and have a diversionary methodology. Embedded preventative and rehabilitation practices in place with partners.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force considers alternative approaches to the Justice System for young offenders which meet the needs of the victim and offender.	The Police Force has methods / policies in place for limited identified processes. The victim is not involved in the decision making process for alternative disposals of offenders.	The Police Force has processes in place to consider alternative disposal activity with limited partnership working and where the wishes of the victim are fully identified.	There is a Strategy and process in place for out of Court disposal/ early intervention. Joined up partnership working to achieve commonality. The victim is fully engaged throughout the whole process.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm • Reduce first time entrants into the criminal justice system
The Police Force works with all partners to ensure children and young people are made aware of anti-social behaviour and safeguarding / child protection issues through educational processes.	There is some partnership working for ASB strategy and non agreed mechanisms for safeguarding / child protection with limited policies in place. There is limited awareness of safeguarding / child protection both internally and externally with partners.	There is partnership activity in ASB and safeguarding / child protection education for C&YP but limited reporting mechanisms for C&YP to access. There is no identified strategic lead in all partners but the activity is driven at tactical delivery levels.	There is a full spectrum of partnership delivery in ASB Strategy and mechanism in place to evaluate with a Strategic lead. There is full commitment and awareness by all partners to agreed standards of safeguarding / child protection with joint measurements in place to ensure delivery and successful outcomes.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force utilises its full range of powers to reduce crime, in line with the National Neighbourhood Policing guidance	There is evidence of limited knowledge and implementation of the Neighbourhood Policing guidance.	There is clearly evidenced knowledge of the Neighbourhood Policing guide with wide use of available powers but limited partnership working implementation.	There are policies and processes in place across force and partner agencies with identified Strategic leads and a joint agency evaluation process.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing
The Police Force has a School Engagement Plan (i.e. SSP, AWSLCP) and measures the effectiveness.	Limited engagement plan with SSP / AWSLCP resources with limited direction, purpose, knowledge and evaluation.	Limited measurement methodology in place to pre-identified priority schools Non tailored approach to school intervention with limited partnership involvement.	Pre-identified educational establishments with a tiered approach for engagement. Full partnership contribution with an effective measurement toolkit in place.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm

Improve the satisfaction and confidence of children and young people with the Police Service.				
Milestone One	**Milestone Two**	**Milestone Three**	**Milestone Four**	**Assessment**
The Police Force has an appointed strategic lead (ACPO) to 'champion' children and young people. The lead should have a clearly defined role.	The lead has influence over force direction.	They are involved in local strategic and operational implementation of the ACPO Strategy including partnership working and implementation.	They are involved in the regional or national development and implementation of the ACPO Strategy including partnership working and implementation.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force should have a strategic children and young people steering group to manage the overall force response to children and young people bringing together the strands of child protection and safeguarding, child engagement, domestic violence, missing young people, Neighborhood Policing Teams and Youth Justice.	There is an internal stakeholder meeting structure.	There is a statutory local partner/ stakeholder meeting structure with shared involvement.	Regional or national partner/ stakeholder meeting structure with partnership involvement.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force has a Children and Young People Strategy compliant with the ACPO Strategy which clearly states how it will help children and young people achieve more / 7 Core aims.	The force has an internal youth strategy document aligned to the ACPO Strategy.	The strategy implementation will include local statutory stakeholders and partners and influences the Children and Young People's Plans.	The service aligns resources and pools funds to allow effective partnership working.	• Value for Money and Productivity
The Police Force has an appointed youth lead.	A named full time youth lead to drive the police agenda and strategy.	A named youth lead involved in partnership working under the local areas / Children's Trust to drive the agenda.	A named youth lead involved in regional or national meetings and directly influencing the implementation and evaluation of the agenda.	• Confidence and Satisfaction • Local Crime and Policing
The Police Force has a children and young people tactical plan.	The implementation plan reflects the ACPO Strategy and monitors the plan.	The implementation plan reflects the local Children's and Young People's Plan and ACPO Strategy and evaluates implementation.	The implementation plan reflects the local Children's Plan and ACPO Strategy, evaluates implementation and makes informed recommendations for improved future implementation.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm

The Self-Assessment Framework

Improve the satisfaction and confidence of children and young people with the police service.

Milestone One	Milestone Two	Milestone Three	Milestone Four	Assessment
The Police Force has a children and young people specific Policing Promise and regularly reviews its attainment in each area.	The Police Service has a C&YP Promise which is known to the community it serves and is actively working towards achieving the outcomes.	There is regular consultation around the C&YP Promise. Young people assist in its development which delivers quality service.	The C&YP Promise is embedded into everyday policing and marketed both internally and externally and reviewed against local and national priorities.	• Confidence and Satisfaction • Local Crime and Policing
The Police Force has a clear plan to promote and raise awareness of the children and young people's strategic objectives.	There is a clear and formalised plan with a strategic lead.	The plan is promoted internally and externally.	The plan has been formulated in consultation with C&YP and is reviewed and assessed by partners.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force has an effective Communication Strategy that reflects the commitment of the force to children and young people.	The Police Service has an internal and external communication strategy.	The communications strategy was developed in consultation with C&YP and links in with the national communications strategy.	The Communications Strategy links in with local media and has a number of interactive youth focused website and medians that meet local diverse needs and hard to reach communities.	• Confidence and Satisfaction • Local Crime and Policing
The Force's police officers and police staff are aware of their own responsibilities to children and young people in carrying out their duties.	There is clear evidence that police officers and police staff have an awareness of diversity in conducting their duties which takes account of the needs of C&YP.	There is clear evidence as to how all staff adapts their working practices to take account of the needs of C&YP.	The Police Force develops and evolves working practices to take account of C&YP needs following consultation with its own staff and feedback from C&YP.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force provides training to its entire staff on safeguarding / child protection, identification of risk factors, effective communication and engagement with children and young people.	There is a structured training programme for all staff that has a good overall awareness of C&YP needs.	The Police Force has a strategic lead for implementation and has training that is fit for purpose.	The whole workforce is trained and regularly updated in developing practices / policies effecting C&YP.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm

Improve the satisfaction and confidence of children and young people with the police service.				
Milestone One	**Milestone Two**	**Milestone Three**	**Milestone Four**	**Assessment**
The Police Force ensures that it engages and listens to the views of children and young people to inform its work.	The Police Force has minimal localised engagement activity which drives/ informs local activity.	The Police Force has varied and diverse ways of engaging with C&YP across the Force area.	The Police Force has a Youth IAG (or similar) that is consulted with and has a process for review and delivery.	• Confidence and Satisfaction • Local Crime and Policing
The Police Force understands how its decisions and actions can and do impact upon children and young people.	The Police Force consults with C&YP on how their actions will affect them.	There is a consistent marketing approach as to how the Police Force listened to C&YP and what action was taken as a result.	There is a corporate equality impact assessment for every policy and strategy, taking account of C&YP needs.	• Confidence and Satisfaction • Local Crime and Policing
The Police Force demonstrates how its decisions and actions can and do impact upon children and young people.	The Police Force regularly reviews all operational activity taking account of feedback received from C&YP at a local level.	The Police Force regularly informs C&YP of the rationale for certain policing activity and how they have amended working practices to take account of their needs.	There is a regular Strategic partnership review of Tactical and Strategic decisions/activity impacting upon all sections of the C&YP community.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
Information is supplied regularly to children and young people on the Force's activity in achieving children and young people strategic objectives.	The Police Force has a structured marketing approach aimed at C&YP which provides information at a Force and local level.	The Police Force takes a social marketing approach to informing C&YP which is evaluated and evidenced as improving consultation, confidence and satisfaction amongst C&YP.	The Police Force works in partnership with statutory and third party agencies to take a social marketing approach which demonstrates an ability to change attitudes, behaviour and culture.	• Value for Money and Productivity • Confidence and Satisfaction
Children and young people are enabled and encouraged to communicate and offer views on the Force's policing activity.	The Police Force takes a structured approach to C&YP engagement activity and can evidence implementing their views.	The Police Force works with partners to engage hard to reach sections of the C&YP community in order to incorporate their views into all joint activity.	There is evidence of widespread consultation with C&YP from diverse sections of the community. Their views are incorporated into Strategic and Tactical implementation within partnership approaches and joint working.	• Confidence and Satisfaction • Local Crime and Policing

The Self-Assessment Framework

Improve the safety of children and young people through the effective and timely use of systems to identify, assess and manage individual and collective needs and associated risks and thereby help young people achieve their potential through early interaction and intervention.

Milestone One	Milestone Two	Milestone Three	Milestone Four	Assessment
The Police Force identifies and understands that children and young people under 18, whether a victim, witness or offender can be vulnerable and need protecting.	The Police Force has identified internal processes for risk assessment at an early stage of contact with C&YP.	The Police Force has emerging partnership working to identify such risks at each stage of contact with C&YP.	There is established internal and external working with linked safeguarding / child protection Boards, Local areas / Children's Trusts and Services.	• Local Crime and Policing • Protection from Serious Harm
The Police Force has training, processes and policies to identify children at harm, particularly those with Mental Health issues or/and at risk through domestic violence, substance misuse and missing person incidents and investigations.	There is Force wide training that focuses on internal staff.	There are emerging joint training schemes in place which seeks to link with the Children's Workforce Development Council.	The Police Force has joint training, policy and process development. There is clear evidence of working together and links to the adult workforce across all agencies.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force has an early risk assessment (CAF) process in place and demonstrates effective information sharing and referral to partners or voluntary agencies.	Processes are in place within the Force with some partnership working which is not fully co-ordinated.	Departmental arrangements are in place with specialised staff demonstrating engagement with the CAF process.	CAF process is fully embraced and partnerships established ensuring effective delivery of support and/or intervention.	• Confidence and Satisfaction • Protection from Serious Harm
The Police Force has a clearly defined diversionary process or system in place for young offenders or those at risk of becoming involved in offending.	There is a clearly evidenced problem orientated approach taken to diversionary activity.	There is a strategic direction on diversionary activity embedded into local plans.	There is a full partnership strategic approach established to the management/delivery of diversionary activity throughout the Force area which capitalises on voluntary sector support.	• Value for Money and Productivity • Confidence and Satisfaction
The Police Force has in place a process to identify vulnerable children and young people at risk of becoming victims, offenders or repeat victims or offenders.	There are systems and processes in place to signpost between departments and agencies to engage in tiered support services.	Fully supported and consistent sustainable intervention schemes are supported by the Service and regularly accessed at all levels.	There is clear evidence to indicate a 'whole family' approach is taken to identification of vulnerability, which is embraced by all partners.	• Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm

To work with other agencies to improve the effectiveness of the response to children and young people, whilst driving down cost through improved working practices.				
Milestone One	**Milestone Two**	**Milestone Three**	**Milestone Four**	**Assessment**
The Police Force appointed Strategic Lead (ACPO) ensures the Force engages with the local Children's Services partnerships and is fully involved in the formulation of the local children's plan.	The lead has a clear influence over relevant partnerships in driving the C&YP agenda.	There is Force involvement in local and strategic operational implementation of the local Children's Services plan.	The Strategic lead is involved in the regional or national development and implementation of Children's Services Partnerships.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force has joint working policies, procedural instructions and information sharing agreements to ensure effective safeguarding / child protection, promotion of well-being and improvement in services to children and young people which are reviewed annually.	Joint policies are in place with clear evidence of partnership working. Improved clarity in ISA is required to ensure a cohesive approach.	A regular review process takes account of best practice locally in Force, regionally and nationally and continues to improve service delivery through a forward thinking style embedded into all areas of delivery.	There is a clear Strategic lead and direction on all procedures and activity to help children and young people achieve more / 7 Core aims agenda which is inter-operable between agencies.	• Value for Money and Productivity • Protection from Serious Harm
The Police Force works in partnership with local agencies to develop and design complimentary inter-agency tiered services to improve engagement and diversion with C&YP.	There is clear evidence of inter-woven support services which compliment each other in service delivery to C&YP.	A co-ordinated approach is taken to C&YP service delivery which embraces third party activity in support of statutory services. Support at all levels is given to aid sustainability coupled with an evaluation process for continued improvement to be implemented.	A strategic approach is taken to fully embrace evaluated service providers with sustainable programs in delivering long term services to C&YP within all tiers. These will be inter-operable for users to help children and young people achieve more / 7 core aims.	• Value for Money and Productivity • Confidence and Satisfaction • Local Crime and Policing • Protection from Serious Harm
The Police Force works with partners to jointly evaluate services provided to C&YP to ensure effectiveness, relevance and best value.	Joint evaluation is taking place with partners albeit broader impact not necessarily embraced and understood.	There is clear evidence of across the board evaluation through appropriate groups e.g. safeguarding / child protection Boards	Joint evaluations with independent contributions to the process – full agency understanding of evaluation individually and collectively in all areas.	• Value for Money and Productivity
The Police Force fully participates in inter-agency training programmes to deliver greater efficiency, effectiveness and understanding in the implementation of C&YP services.	There is a clear joint training regime with an evaluation process attached to such training for improved implementation.	There is co-ordinated joint training across all organisations involved in C&YP Services but strategic direction is not fully driven.	There is a full programme of joint training evaluated against service delivery. This is supported by strategic governance across the entire workforce.	• Value for Money and Productivity

Notes

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.

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