

Template Code – Taken from the APA guidance

The toolkit contained in **Section 2** includes two baseline assessment frameworks – one for police authority policy (**2a**), and another for oversight of police force policy (**2b**).

The toolkit can be used to benchmark where an authority is currently and where an authority would like its commitment to Children and Young People to be in the future.

A SWOT (Strength, Weakness, Opportunities and Threats) assessment could be used to identify any risks; such as, resource implications or interventions the authority might face. From this, actions can be identified, which should then be prioritised – high, medium or low and a corresponding timescale together with owner(s) can be put into place.

The guidance and toolkit template seeks to cover the fundamental areas police forces and authorities would be expected to consider, and should therefore be developed in conjunction with chief officers. This will ensure it takes account of local needs.

To assist police authorities prioritise the implementation of actions in the toolkit, a colour scheme has been used: **High**, **Medium**, **Low**. This is purely for guidance and should be amended for local use.

Annex 1 - Oversight of Police Force Policy

Requirement	Current Position	Strengths, Weaknesses, Opportunities, Threats	Action	Timescales
1. Senior management commitment to safeguarding and promoting the welfare of children with a clear line of accountability within the organisation.				
Having an identified ACPO or Senior Officer lead on children issues.				
Having a strategy setting out internal implementation and development taking into account the objectives of ECM into all policing functions.				
Having a clear partnership strategy setting out how the police force can and will contribute to the objectives of ECM in cooperation with external partners.				
All strategies reflecting the force contribution to ECM reflects relevant HMIC thematic and baseline inspections.				
2. The police force should ensure that all officers and staff are familiar with the force commitment and responsibilities under ECM.				
A clear plan is in place to promote and raise awareness of the ECM objectives, and the forces approach to these, to all police force staff				
An appropriate risk-based training programme is in place for police staff. Safe recruitment – vetting standards are secure.				
Every member of police force staff is aware of their own responsibilities to safeguard and promote the welfare of children in their carrying out their				

duties. Forces should demonstrate a proactive approach to ensure all staff is aware of their responsibilities.				
3. Service development takes account of the need to safeguard and promote the welfare and is informed, where appropriate, by the views of children and families				
Ensure the implications of ECM are reflected and considered in all force policy as it develops.				
Processes are in place to consider, gather and reflect the views of children, young people and their families in all policies where there is considered to be implications in respect of ECM				
4. Effective inter-agency working to safeguard and promote the welfare of children				
Forces to be compliant with ACPO and Working Together guidance. A clear protocol for interagency working at strategic and operation levels established and ACPO leads to ensure the force is represented at Children's Trusts and LSCBs. Frequency of police attendance at the Board is to be agreed by all partners (including police).		Attendance at LSCB and Children's Trusts to be monitored as a performance indicator.		
Identified shared aims, objectives, targets and priorities for interagency working that clearly identify the anticipated contribution of the police force				
Have clear information sharing protocols with national and local partner agencies.				

Ensure effective information sharing systems are established.				
Policies to work in partnership to divert children and young people away from crime				
Work in partnership to educate children and young people on issues such as substance misuse, anti-social behaviour and the prevention of crime				
5. Operational policies: working with individual children/forces to have processes in place to consider the following:				
Children under the age of 17 suspected as having committed an offence are recognised as vulnerable				
Identifying vulnerable children to harm in domestic violence cases and substance misuse cases.				
Policies regarding using police powers to take children into protective custody				
Identifying, understanding and protecting children as victims and witnesses				
Prioritising the investigation of crime and the protection of children from harm				

Taken from APA guidance

Guidance for Oversight of Police Force Policy

1. Senior management commitment to safeguarding and promoting the welfare of children and young people with a clear line of accountability within the organisation

The police authority should ensure that the strategic lead is set at Management Board level with designated leads across business areas. A force implementation strategy should also be in place, based on guidance set out by both ACPO and APA.

To assist the authority with oversight of senior management commitment, it should ensure police authority representation on the appropriate force programme board. The toolkit provided in Section 2b provides specific actions that the force should be considering, the following provides examples:

- A requirement for police officers and staff to consider if the five key outcomes are being met by a child or young person, rather than the current thought process which only considers if a child is at risk of harm
- The introduction of a new role on an Operational Command Unit (OCU), to act as a Single Point Of Contact (SPOC) to deal with information sharing and Common Assessment Framework (CAF) referrals.
- Access to new IT systems, such as the National Index and the local e-CAF systems
- Enhanced training for new recruits and specialist officers.
- Improved working in partnership with local authorities and other statutory/ non-statutory organisations involved in improving children and young people's lives.

ECM requires a wide ownership of safeguarding and protecting children and young people - neighbourhood policing is important to these wider objectives. For example, neighbourhood teams are one mechanism for interaction between children and young people and the police. Therefore, neighbourhood policing should be integral to the ECM implementation strategy.

2. The police force should ensure that all officers and staff are familiar with the force commitment and responsibilities under ECM.

The authority should ensure that a clear statement is in place of the forces responsibility towards children and young people and is available and understood by all officers and staff. Training programmes should also be in place to ensure officers and staff has appropriate skills and competencies to fulfil these responsibilities, such as CAF. Examples of possible formats for trainings programmes are available from the APA website.

3. Service development takes account of the need to safeguard and promote the welfare and is informed, where appropriate, by the views of children, young people and their families

The authority should ensure that all force policies include an ECM impact assessment. To assist this, Internal and external policy forums could be established to share best practice and expertise. Forces should ensure they have regard to the views of children and young people and their families and this should be reflected in their wider consultation and engagement strategies.

4. Effective partnership working to safeguard and promote the welfare of children and young people

An integral part of the implementation of ECM is the development of a shared responsibility across agencies for safeguarding children and promoting welfare. It requires, effective partnership working across all organisations involved in providing services to children from hospitals, schools, social services, police and voluntary sector - through LSCBs and Children's Trusts. A partnership benchmark is therefore critical to any assessment of ECM by a police authority. It is for this reason that the suggested action: attendance at LSCB and Children's Trusts to be monitored as a performance indicator and is noted in the guidance. Frequency of attendance is noted in the guidance to avoid unnecessary burden on OCUs and ensure that meetings are focussed and effective.

ACPO guidance has clear protocols for forces around child protection and safeguarding children. This is available from the APA website or from: <http://www.acpo.police.uk/asp/policies/Data/Child%20Abuse%20-%20ACPO%20guidelines.pdf>

However' it is not ECM focussed, therefore, the police authority and force may want to extend the remit of the guidance to cover the requirements set out in the toolkit. This may extend to assessment of partnership working with schools through school liaison officers, and the development of local partnerships outside the Children's Trusts and the LCSB through CDRPs and LAAs. Nevertheless, the strategic focus of these partnerships should remain the key assessment benchmark to performance monitoring. The role of SOCA has clear implications for serious crime investigations; the requirement of a clear information sharing protocol both 'in-house' and 'out' must consider the implications of intelligence sharing with the Child Exploitation and Online Protection Centre (CEOP).

Annex 2 - Police Authority Practice Guidance

	Current Position	Risks, Strengths, Weaknesses, Opportunities, Threats	Action	Timescale	Owner
Commitment of the Authority to Children and Young People					
The Authority has nominated a lead Member to 'champion' Children and Young People. The lead Member should have a clearly defined role					
The Authority is knowledgeable of the age groups and diversity of the children and young people within its area					
The Authority has a clear statement of how it will meet the objectives of Every Child Matters					

Taken from APA guidance

Guidance for Police Authority Policy

1. Commitment of the authority to Children and Young People

It is recommended that police authorities identify a lead member for children and youth issues who can `champion` the Every Child Matters agenda. This will assist the authority to fulfil its duties (Children Act 2004).

The specific role of the lead member should be established and defined locally and might include the following:

- That the police authority is knowledgeable about the children and young people in its areas, including age-groups, diversity and needs, educational attainment, youth victimisation and criminality
- That the police authority is appropriately represented on relevant local groups, bodies or boards that consider outcomes, priorities and targets associated with children and young people.
- That the police authority is clear about its own objectives in relation to Every Child Matters.

2. Regularly monitors, scrutinises, challenges and supports the force to fulfil its duties under the Act

Each police authority is encouraged to identify an appropriate mechanism to receive regular updates so that it can monitor, scrutinise and challenge the force's response to Every Child Matters and is effectively complying with the Children Act 2004. One mechanism might be to have representation on the force's board or group responsible for children and young people.

The police authority may also wish to have an understanding of any complaints made against the police either from or on behalf of children and young people. If the police authority does not currently consider age groups in its analysis of complaints, it should consider doing so. The police authority may also wish to consider any processes that are needed to ensure young people know the complaints procedure.

Consideration should also be given to the support and resource requirements needed by the force to effectively take forward this agenda and support their implementation plan.

3. A clear statement of the authority's responsibilities towards children and young people is available.

Once the police authority has a clear statement and policy in relation to how it will implement requirements under the Act, processes should be in place to ensure all police authority members and staff are aware of the objectives. This might be achieved through a dedicated training event.

When looking at training opportunities for the police force and authority,

consideration should be given to collaborative approaches with partners, which would promote greater understanding of the objectives developed by other agencies to support the ECM agenda.

4. The authority listens and responds to the views of children, young people and their families

The ECM programme aims to ensure that policies and services are designed around the needs of children and young people, and that they are involved in decision making at a local and national level.

Most police authorities will already have arrangements in place to engage and consult with children and young people as part of their general consultation processes. The police authority may wish to consider aligning and building on the consultation activity that takes place through partners, for example, there is a requirement to consult children and young people when developing the Children and Young People Plan. Further guidance and examples on consulting and engaging children and young people is provided through the APA website [\[link\]](#).

The views, needs and expectations of children and young people should be considered in all police authority decision-making processes. For example, the authority might want to ensure committee reports can demonstrate the impact of recommendations and decisions on children and young people.

5. Effective partnership working to safeguard and promote the welfare of children and young people.

The police authority needs to be aware of and identify the most appropriate level of representation on local boards and groups, for example the Safeguarding Children's Boards and Children Trusts. It should be clear about the contribution it can make towards the outcomes, aims and objectives of local plans, as well as ensuring the force is contributing in an appropriate manner. The police authority should have a partnership strategy or policy in place in relation to the Children Act 2004.