

Service	Deliver Junior Attendance Centre Requirement	Version	P1.0
Document	Operating Model	Sign-off Complete	NEMC 18-07-2013



## Service Specification for

# Deliver Junior Attendance Centre Requirement

## Operating Model Document

This document describes the inputs and processes that can deliver the outputs in the specification efficiently and effectively. The inputs and processes have been identified through fieldwork in Junior Attendance Centres and Youth Offending Teams by the NOMS Service Design team within the Commissioning Support Unit. The Operating Model is the basis for the calculation of direct service costs and is also available for managers to compare to their current practice. The operating model is not mandated by the Service Level Agreement or Contract.

1. Service Specification Document	2. <b>Operating Model Document</b>	3. Direct Service Costs & Assumptions Document	4. Cost Spreadsheet
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Version Control Table		
Version No.	Reason for Issue / Changes	Date Issued
P1.0	Preview publication – first publication.	27-08-2013

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## **About this document:**

**This document should be read in conjunction with the Service Specification document, the Direct Service Costs & Assumptions document and the Cost Spreadsheet. This Operating Model is presented as a list of timings, for grades of staff in relation to the following four groups of processes or critical pathways:**

**Referral and  
Administration**

**Session Delivery**

**Enforcement**

**Centre Management**

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## Key to acronyms and terms used in this document:

**New Requirement:** This describes any new offender expected to attend as a requirement of either a Youth Rehabilitation Order or another youth sentencing provision, for example as a penalty for non-payment of fines or preventative and diversionary provisions.

**Expected attendance:** This is the number of offenders that are due to attend a session of a JAC.

**Centre Management:** Refers to local management tasks which impact on the cost per hour delivered.

**Hours Delivered:** This is the total number of hours delivered derived from the session length and number of offenders attending.

**Session:** This is the duration of time a centre is open.

**Multi Agency Working:** Joint working across a range of partners to deliver the service

**ACR:** Attendance Centre Requirement

**FTA :** Failure to attend

**MAPPA :** Multi-Agency Public Protection Arrangements

**YOS:** Youth Offending Service

**YOT:** Youth Offending Team

**OiC:** Officer in Charge

**PSR:** Pre-Sentence Report

**JAC:** Junior Attendance Centre

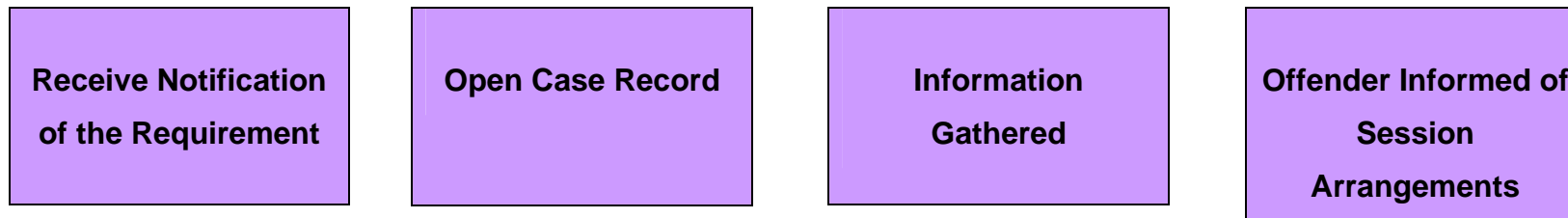
**SSup:** Sessional Supervisor/ Instructional Worker

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## 1. Referral and Administration

The resource required for referral and preparation of an offender is driven by the volume of new requirements made. It is made up of the following processes and times (minutes):



	Receive Notification	Open Case record	Gather Information	Inform Offender
OiC	20 (per session)		30	
Admin		30		10

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Process	Notes and Assumptions
<b>Receive Notification of the requirement</b>	Current centres have secure email accounts for courts to use to notify them of new requirements. The time described is a once per session (not per case) and refers to the time taken for the OiC to check this secure email. It is assumed that this task will need to be completed before every session, regardless of the number of new notifications. An allowance for some chasing up of results has been included in this time. It should be noted that not all centres currently run to this model and it requires change in practice at some courts and YOTs as well as at some Junior Attendance Centres.
<b>Open Case record</b>	This is the time taken to open the paper and electronic files, store court papers, PSRs and other information as it becomes available. Although JAC record systems are kept on simpler systems than equivalent probation systems, time will be needed to check information received from Youth Offending Services and associated systems and determined benefits to be derived from sessions to be attended.
<b>Gather Information</b>	This relates to discussions with report or court staff about specific orders and general information sharing including liaison with YOTs. This may form part of an inter-agency risk assessment process and inform centre managers in preparing sessions, for example by keeping certain offenders apart. It is assumed that an initial risk assessment is completed by the YOT and a further review of risk and fitness to attend completed as a basic screening at the time of induction to the Junior Attendance Centre.
<b>Offender Informed of Session Arrangements</b>	This relates to the task of informing the offender and the offender's parent/guardian in writing and additionally by telephone if required of the time, date and place of the first and subsequent sessions to be attended.

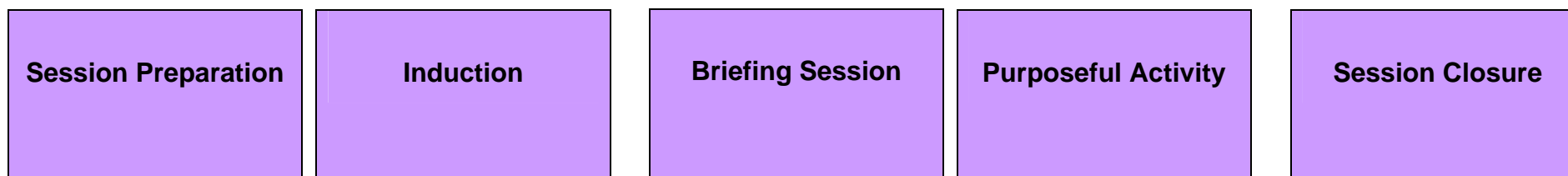
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## 2. Attendance Centre Session Delivery

This is the process that delivers the major outputs of hours being delivered and requirements being completed. The timings below describe the time taken per session. The efficient delivery centre described in the Direct Service Costs & Assumptions document was calculated on an average of 24 attending each session for a mixed gender site. Female offenders make up only a small percentage of attendees and time will need to be taken to discuss their participation in groups with male offenders. There is sufficient tolerance in the times allowed for induction to accommodate this. Young female offenders should be interviewed by a female member of staff during the induction wherever possible.

The activities associated with attendance are:



	Session Preparation	Induction	Briefing Session	Purposeful Activity	Session Closure
OiC	30 (per session)	40			
SSup			10	120	10

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Process	Notes and Assumptions
<b>Session Preparation</b>	This refers to the responsibility of the OiC to ensure that the centre is opened and fit for purpose. Allowance has been made for ensuring all health and safety regulations are adhered to.
<b>Induction</b>	This is a task that is carried out on a one-to-one or group basis with every new attendee. The interview should confirm the requirement, screen for risk issues, assess the offender's ability to comply, take into account issues of diversity including requirement for an interpreter, and ensure that the offender understands the JAC's commitment to equalities and diversity. Induction includes completing a sentence plan with the offender for a stand-alone requirement and contributing to sentence planning for multiple order requirements. The time is an average time and allows for a minority of cases to take substantially longer. A female SSup is present on site at all times when a young female offender is instructed to attend, and female offenders should be interviewed by a female member of staff where possible. Also Junior Attendance Centres must comply with the requirements to safeguard children and vulnerable adults.
<b>Briefing Session</b>	This relates to the time at the beginning of a session when offenders are received, registered and prepared for the session. Personal belongings such as mobile phones are taken and stored for safekeeping to avoid the possibility of bullying and/or distraction.
<b>Purposeful Activity</b>	The full two hour (120 minutes plus the briefing and session end at 10 minutes each) session is the main output of the centre and refers to the time when the offender is present. This is delivered by the SSup. The session is required to promote compliance through pro-social modelling and should motivate the offender to achieve positive change in lifestyle with a view to reducing their risk of reoffending and likelihood of serious harm. The attendee to supervisor ratio is assumed to be the mandated minimum of 8:1 when planning sessions and rounded up to the nearest whole SSup.
<b>Session Closure</b>	This relates to the time and the end of the session when the session is summarised, personal belongings are returned and the time and date of the next session (where applicable) is confirmed.

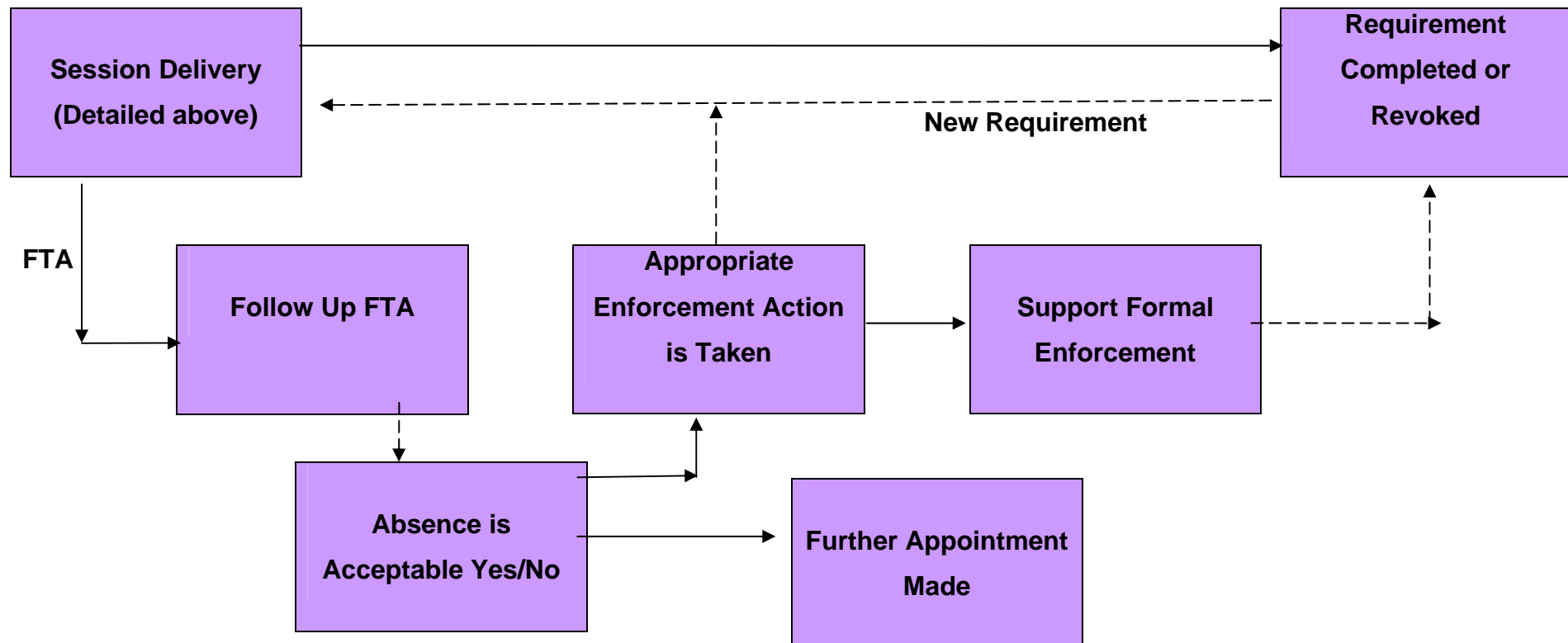
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### 3. The Requirement is Enforced

This process covers actions required to manage and enforce the requirement. It includes taking appropriate action following non-compliance including failure to attend.



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	<b>Notify YOT Worker</b>	<b>Absence is Acceptable</b>	<b>Further Appointment Made</b>	<b>Appropriate Enforcement Action</b>	<b>Support formal Enforcement</b>	<b>Requirement Completed or Revoked</b>
<b>OiC</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>30</b>

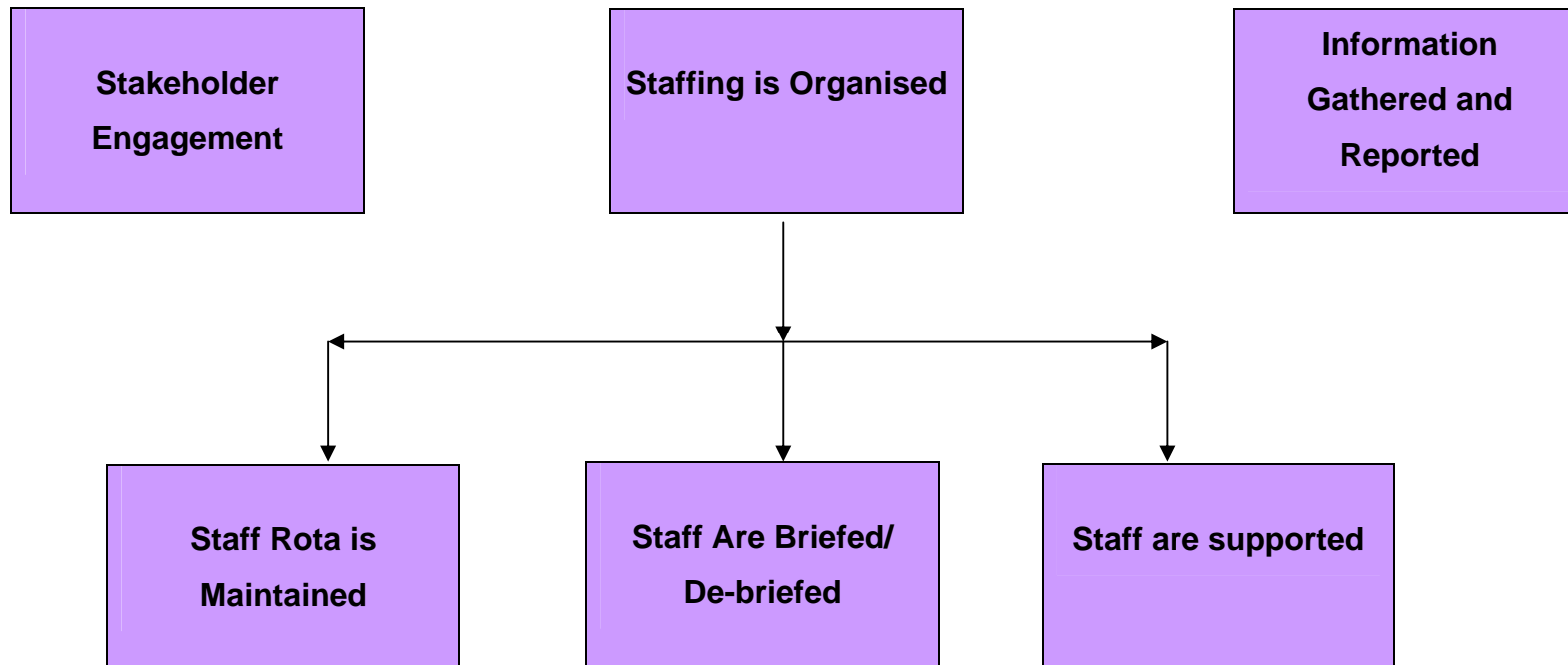
<b>Process</b>	<b>Notes and Assumptions</b>
<b>Follow Up FTA</b>	The time allocated is to allow for normal email / written notification including liaison with YOT workers plus some allowance for any necessary discussion.
<b>Absence is Acceptable</b>	Some absences are known in advance and require minimal activity in addition to that already accounted for. Others will require additional follow up activity to determine acceptability or otherwise of absence. An average of five minutes has been applied for this activity.
<b>Further Appointment made</b>	This is the time required to confirm the next appointment with the young offender and their parent or guardian.
<b>Appropriate Enforcement Action</b>	This includes the work to establish that the absence was not acceptable and to re-engage the offender. It is based on a brief process of notification for enforcement, to be followed up by the YOT.
<b>Support Enforcement</b>	This refers to the work of liaising with and supporting YOTs to ensure that offender non-compliance including breach enforcement is well managed. In all cases it is assumed any new requirement or alternative sentencing would mean that the original order is revoked.
<b>Requirement Completed or Revoked</b>	This time is to cover all relevant administration work including review and notifications at completion of the requirement or revocation (either successful or unsuccessful) and archiving duties developed locally.

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## 4. The Centre is Managed

These processes relate to the activities that are directly required to ensure that the centre is open and safe and able to deliver junior attendance centre hours. The driver is the number of sessions delivered.



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	<b>Stakeholder Engagement</b>	<b>Staff are Organised</b>	<b>Information is Shared</b>	<b>Frequency</b>
<b>OiC</b>	<b>60</b>	<b>30</b>	<b>30</b>	<b>Weekly</b>
<b>SSup</b>		<b>10 Per SSup</b>		<b>Weekly</b>

<b>Process</b>	<b>Notes and Assumptions</b>
<b>Stakeholder Engagement</b>	This is the work carried out by the OiC to promote the JAC to external stakeholders. This could include Youth Courts, Police, YOT. This may take place whilst the centre is running or may involve attending external events. A particular focus is to ensure that sentencers are well informed about JACs.
<b>Staff are Organised</b>	This covers the range of activities described below and the time is spread between activities a, b and c below.
<b>a) Staff Rota Prepared</b>	The OiC needs to ensure that sufficient staff are available for the expected attendance including provision of a female SSup. This will include contingency planning to cover for unexpected absences. Some of this work will occur on the day of the session and in discussion with SSups and some will take place at other times.
<b>b) Staff are Briefed</b>	This includes a brief preparation meeting at the beginning of each session; both OiC and SSup need to contribute to this process.
<b>c) Staff are Supported</b>	This refers to any one-to-one time spent supporting staff whilst they are on site. 10 minutes has been allowed for each SSup. The total given includes time when the OiC may attend and observe sessions delivered by the SSup.
<b>Information is Shared</b>	This relates to the day to day duties of collating performance, finance and other information that might be required at regional or national level, and any other information sharing not already covered by other processes, for example recording of all purposeful activity in an approved format and attendance and progress information being provided to the appropriate stakeholder.

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