

RICHMOND
Volunteer and Third Party Protocol
Recruitment, Retention and areas of development/service provision

Terms of reference

This strategy has been devised to outline Richmond Youth Offending Team (YOT) vision for the development of YOT volunteers/third party sector and the benefits of volunteering in relation to service provision and sustained outcomes from young people and key outcomes in youth justice. It is recognised that volunteers and the voluntary sector services make a unique and valuable contribution to people and communities within the London Borough of Richmond and this is seen as an area in which significant developments in service provision can be made in order to benefit young people at risk of offending and anti-social behaviour; their families and the victims of youth crime.

Over the years there has been an increase in opportunities in volunteering generally, and nationally volunteering has been promoted by a number of initiatives. The creation of the Office of the Third Sector, based within the Cabinet Office, in 2006 has been instrumental in this. This acts as the lead department in setting policy and supporting volunteering within the wider voluntary and community Sector and with other partners in the public and private sectors. There has been a growing body of legislation, guidance and research that has raised awareness, as well as expectations, about the role of volunteering. Much of the literature casts volunteering in the context of building social capital, promoting a civic society, empowering local communities and improving service delivery

This is further supported more recently by the Green Paper [“Breaking the Cycle” 2010](#) which stated that “Both Youth Offending Teams and secure estate providers significantly involves volunteers to support the work that they do; there are approximately 10,000 volunteers already working within the youth justice system. This includes participation as youth offender panel members and mentors. We want to build on this, including encouraging voluntary and community sector providers, where appropriate, to deliver services.” The Richmond Youth Offending Team support this notion and are in the process of redeveloping opportunities for volunteers in a number of aspects [see page 6 on wards regarding new initiatives]

The development of this volunteering strategy, that contains a set of underlying principles and best practice arrangements, will as a result, provide a consistent framework for accessing the third party sector, volunteering and volunteers working with the YOT and with its key stakeholders. Richmond YOT recognises that volunteering is not only an essential resource in helping achieve current objectives within youth justice, but also helps promote active citizenship, social inclusion and sustained outcomes within the community.

This strategy document intends to look at current levels of volunteering; recruitment and retention of volunteers; function and development of volunteers; links to third part services local in Richmond and outcomes for children as a result of volunteering.

Aims

The overall aim of this Strategy is to develop and promote good practice in the involvement and support of volunteers within YOT operations and service delivery and to access additional support for young people and their families through the third party resources

More specifically, the aims of this Strategy are to:-

- Recognise and promote the importance, and value, of volunteering throughout London Borough of Richmond
- Set standards of good practice in working with volunteers
- Apply equal opportunities to volunteering
- Support the organisation and infrastructure of volunteering in London Borough of Richmond, specifically the YOT, and establish channels of communication with the volunteering sector
- Improve the accessibility and opportunities of volunteering
- Clarify the roles and responsibilities of both volunteers and the YOT
- Improve the quality of volunteering in all areas of YOT business
- Improve outcomes for young people, their families and victims of youth crime via service developments as a result of volunteering

In relation to the underlying principles of this Volunteering Strategy Richmond YOT will:

- Recognise the unique and valuable contribution that volunteers make to the services of the YOT and outcomes for children
- Recognise that the role of volunteers complements, but is not a substitute for professional services or paid staff
- Acknowledge the need to make appropriate resources available to support volunteers
- Ensure that all appropriate policies encourage volunteering in general
- Provide access to suitable training and support for volunteers, whether directly or indirectly
- Make provision for appropriate training and support through grants, and service level agreements, where appropriate
- Provide group and individual supervision in order to support volunteers in undertaking their roles and tasks.
- Work in partnership with, and give recognition, support and publicity to the work of Groundwork and Volunteering Richmond, as the key organisations for volunteer development in London Borough of Richmond
- Implement good practice with regard to the involvement of volunteers, and expect stakeholders with whom we have service level agreements to adopt a similar model of good practice
- Use this Volunteering Strategy to inform and support other policies

- Encourage networking to co-ordinate work, promote good practice, and ensure quality of service to young people and their families
- In consulting volunteers, recognise the benefits of the involvement of Groundwork and Volunteering Richmond, the local volunteer centre, and establish recognised mechanisms to engage with volunteer groups.

Principles of Good Practice

The YOT in engaging volunteers will accept the following principles of good Practice.

General

- All employees can play an important part in identifying ways in which the work of the YOT can be extended through the involvement of volunteers, and to ensure that these opportunities complement, rather than supplement, the work of paid staff.
- The tasks to be performed by volunteers will be clearly defined (outlined below), so that all concerned with their activities are sure of their responsibilities.
- The views of volunteers, and those that engage volunteers, will be represented through the development of mechanisms such as a dedicated Volunteer Panel and Volunteer engagement forums.

Relationship with Paid Staff

- Volunteers will not be asked to take on tasks formerly undertaken by paid workers whose posts have been made redundant, or hours have been reduced, or to work in an area, or in a way that contributes to any decrease in paid employment.
- Volunteers will not be utilised in times of industrial action to do the work of paid employees. They may continue with their regular work, but should not be asked to undertake additional duties.
- As far as possible, volunteers will have responsibility for carrying out particular tasks, and these tasks should 'add value' to existing services
- The YOT will ensure that its employees and stakeholders, at all levels, are clear about the role of volunteers, and that good relationships are fostered between employees and volunteers.

Recruitment and Retention

Volunteering opportunities will be promoted widely, in ways that are accessible to all sections of the community and in line with YOT improvement plans to ensure panel members and volunteers are representative of the communities they serve. Individual opportunities will be publicised, as appropriate, and will draw attention to the benefits and experience to be gained from participating in volunteering.

Recruitment of volunteers will draw on diverse forms of media and advertising, though groups within the voluntary sector and local community, in order to attract a diverse group of volunteers. Development of relationships with local universities and students who are training in Social Work/Youth Work will be considered and Richmond YOT intends to position itself as a centre of best practice for the learning and development of volunteers and students.

Volunteers will be recruited and selected in accordance with appropriate volunteer recruitment and selection procedures. These procedures will complement the London Borough Richmond's Recruitment and Selection Procedures and Equal Opportunities Policy. The YOT also intends to work closely with local volunteering agencies such as Volunteer Richmond and Groundwork in order to recruit volunteers locally.

The procedures, including advanced disclosure checks, for vetting volunteers, who will be required to work with vulnerable children and other vulnerable groups, will be clearly understood by all concerned.

The YOT Assistant Manager, responsible for the co-ordination of Volunteers, will match the volunteer's skills, talents and interests with the YOT volunteering opportunities that will be developed to provide additionality within current levels of service. Once placed, the YOT will expect volunteers to comply with existing policies and procedures.

All volunteering roles will be described in terms of time, commitment, necessary skills, and actual duties.

A clearly defined agreement between the volunteer and the YOT will be provided. However, it should be noted that this does not constitute a Contract of Employment.

Either party has the right to discontinue a volunteering arrangement. However, an exchange of views as to why a volunteering arrangement is being terminated is considered desirable.

Retention of volunteers will be considered as a priority in relation to sustained outcomes for young people, their families and victims of youth crime in Richmond. Support, training and personal development are seen as central to this and are discussed below. It is noted that relationships with local universities may not provide sustained volunteers, but an annual turnover in line with academic and professional course requirements and student development. Therefore care will be taken to develop opportunities that meet the needs of the service and the universities/volunteers, whilst providing value to service users, service delivery and the local community.

Support for Volunteers

The YOT will provide, within available resources, financial, personnel, and other resources, for the adequate management of volunteers. This will

primarily be delivered within the functions of the YOT Assistant Manager-Early Intervention Lead.

Where appropriate, the YOT will provide an induction period, and a review process, to assess the progress of the volunteering role and to resolve any problems at an early stage. In addition, or alternatively, an induction pack will be provided, covering health and safety, legislation, confidentiality, policy and other information relevant to their work. Volunteers will be encouraged to complete compulsory corporate training (see training detail in functions and development section).

The YOT will provide funding for payment of reasonable, authorised, out-of-pocket expenses. Volunteers will be given clear information about what expenses can be claimed, and how to make a claim.

Volunteers will have a specific point of initial contact (YOT Assistant Manager-Early Intervention Lead) who can provide information, encouragement and support on a regular basis. Any issues or problems should be discussed between this contact and the volunteer. Group supervision will be provided on a quarterly basis and individual supervision will be provided for those volunteers who take on specific roles or who have specific needs in terms of working with young offenders and their families. Safeguarding concerns will be addressed in line with current YOT policy and procedure and any concerns raised by volunteers will be discussed formally within 24 hours and escalated where appropriate.

The YOT will ensure adequate provision of insurance for volunteers, where appropriate.

The YOT will help to raise awareness of volunteering by making Council staff aware of any volunteering opportunities on the Council's intranet-RIO and within staff bulletins etc. This may provide opportunities for staff development in relation to experience of working with different client groups and diversifying skills base and knowledge.

The Rights of Volunteers

The YOT in engaging volunteers recognises the rights of volunteers:

- To know what is expected of them
- To have clearly specified lines of support and supervision
- To be shown appreciation
- To have safe working conditions
- To be insured
- To know what their rights and responsibilities are if something goes wrong
- To be paid appropriate expenses
- To be trained for the duties they are required to undertake
- To be free from discrimination
- To confidentiality
- To experience personal development through participation

The Expectations of Volunteers

The YOT in engaging volunteers expects that volunteers will:

- Be reliable
- Be honest
- Respect confidentiality
- Attend training and support sessions/supervision where agreed
- Act with due care for their own safety and that of others
- Adhere to YOT and Council policies and procedures
- Carry out tasks in accordance with the aims and values of the Council
- Work within agreed guidelines and remits
- Be anti-discriminatory in their work, and promote equality of opportunity
- Honour the volunteering commitment they have made

Function and Development of Volunteers-including training

In order to ensure the full integration of volunteers into YOT operational practice and service delivery, this strategy outlines the intention to develop volunteering opportunities and roles that dovetail current practice and meet current gaps in service. It is intended that volunteering roles will address the needs of service users that are not currently being met and therefore ensure the meaningful development and integration of volunteers in relation to outcomes. The roles that will be offered within the YOT's volunteering strategy and operational procedures will follow a number of distinct strands and focus on current developments in operational practice in line with the YOT improvement plan as a result of the HMP CCI Inspection in November 2011. These strands are as follows:-

Victims and Restorative approaches:

The role of volunteers in relation to victims and restorative approaches will be developed in line with the current victim strategy. The Restorative Justice Grant has ensured that the YOT has been able to re-brand its current Panel Members as Restorative Justice Volunteers and therefore all Panel Members will be trained in restorative approaches via the RANE Restorative Justice Training and support the YOT in the delivery of restorative conferencing and victim engagement-both pre and post Court. This element of the volunteer strategy links directly with the [Restorative Justice and Victim Protocol 2012](#).

Volunteers within current YOT community Reparation programmes will also be developed in order to provide a 'community voice' to current service delivery and reparation options. A YOT Community Reparation Volunteer will also be responsible for the development of future Reparation Programmes that meet the needs of the community as a response to youth crime. For example, a volunteer with links to voluntary groups in need of support and who is able to make links with the 'All in One programme' and Safer Neighbourhood Teams in relation to responding to specific needs/requests within the Borough's wards.

A corporate victim volunteer post will also be developed in order to develop partnerships with corporate victims of youth crime and ensure restorative

approaches with corporate victims. A volunteer will develop links with local business managers and large corporate stores to address the needs of corporate victims and increase awareness of the impact of crime on local businesses with young people.

A Victim Support volunteer post has been developed in order to support the development of restorative approaches across the YOT and support the needs of victims of youth crime, specifically young victims. This volunteer will also be able to make referrals to Targeted Youth Support Services (TYS) or other specific services for young victims where assessed as suitable or required.

Case Planning Model and Additionality:

A Case Planning Model volunteer has been developed in order to provide coordination and mapping of current third sector and voluntary groups/services for young people, their families and victims of youth crime. This volunteer will also support the coordination of volunteers, from the YOT volunteer bank, to provide additional services for high risk young people and/or those families that present with complex and additional needs (including the troubled families agenda). This volunteer will sit on the [case planning panel](#) on a monthly basis and offer suggested additional interventions to meet the needs of service users via the [volunteer database](#)

Programmes and Interventions:

In line with the development of interventions and programme led models to address the current needs of young offenders in Richmond. It is anticipated that volunteers will support staff with the delivery of programmes and provide links to community interventions in order to sustain change. One such example is outlined below.

Transitions and Sustained Outcomes:

The development of a Transitions Group that provides a focus on 'life after YOT' and adulthood will ensure that all young people receive targeted intervention in this area within the last two months of their Court Order or before transfer to Adult Services such as Probation. A volunteer will co-deliver this group and co-ordinate the provision of non-statutory services and voluntary services for young people in order to sustain change. This volunteer will also support young adults in relation to accessing adult services and ensuring sustained engagement, aiming to reduce non-compliance with probation as one such example.

In relation to sustained outcomes, volunteering roles will also be integrated into the Triage Surgery to support young people with engagement in non-statutory services to maintain diversion from the criminal Justice system over the longer term. This volunteer will also provide a link with the Youth Exclusion Service (YES) to provide 12 week action plans for those at risk of offending and at risk of entering the criminal justice system.

Independent Service User Feedback:

The Transitions Group provides an opportunity for a volunteer to engage all young people who access statutory YOT services for feedback regarding their experiences and areas for service development. This feedback can be collected independently and the use of the viewpoint database can be used in order for this data to be analysed and improve service delivery.

The YOT will provide suitable training based on the volunteers roles above, skills, and previous experience, and the YOT's requirements. Training opportunities will include:

- Compulsory corporate training-Diversity, Child Protection, Conflict Resolution
- INSET training-provided by the YJB-Engaging victims, Brief solution focused therapy etc.
- Bespoke training as part of YOT staff development-Domestic Violence, communicating across cultures, risk assessment and management.

Outcomes for Young People; their Families and Victims-value added by volunteering

The impact of this strategy and the role of volunteers across YOT operational practice will be monitored and evaluated against Key Performance Indicators in the areas of their involvement. For example, the impact of volunteers in transitions focusing on a reduction of recidivism; reduction in probation non-compliance; improvement in sustained outcomes and engagement of young people with voluntary section groups, sports clubs etc.

Review

This strategy will be reviewed annually and its impact reported to the YOT Management Board. A summary of achievements and an impact statement will be included in each annual Youth Justice Plan as required. In addition the volunteer data will be shared on a quarterly basis with the Court, stakeholders and Volunteers.

Review date: August 2013