

Collaborative projects on youth crime

September 08 to March 09

Working with Essex, Knowsley, Sheffield and Westminster local authorities

The Innovation Catalyst is a partnership between The Innovation Unit and The Young Foundation, supported and funded by the Improvement and Development Agency (IDeA)

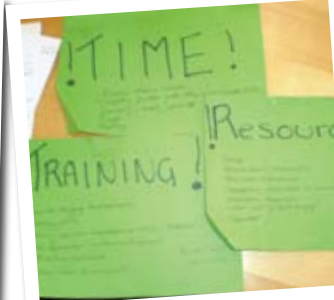
Essex County Council

Challenge

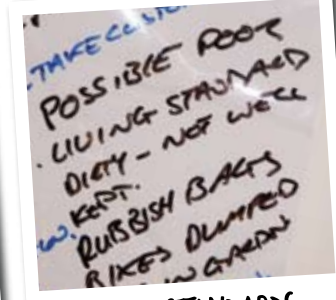
“How can we empower staff to work more effectively with the most complex families in the Youth Justice System?”



JAYWICK, ESSEX

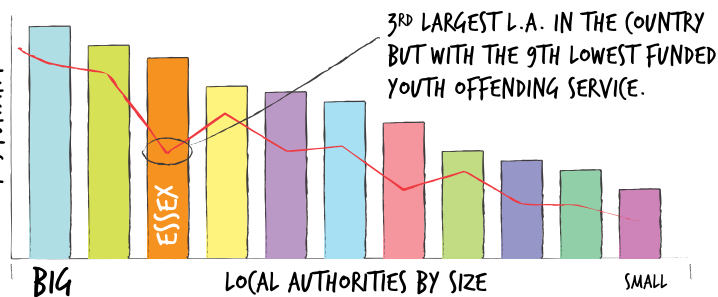


FRAMING THE PROBLEM



LIVING STANDARDS

OUR CONTEXT...



THE STATS:

2-3%

OF ALL FAMILIES DEALT WITH BY THE YOUTH OFFENDING SERVICE FALL INTO THE 'COMPLEX' CATEGORY

SUCCESS...



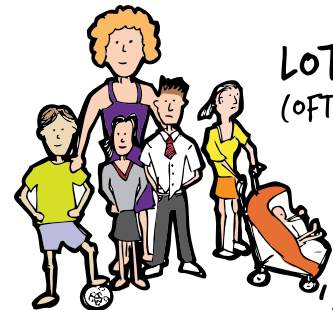
FOR STAFF =

↑ CAPACITY ↑ CONFIDENCE ↑ SATISFACTION

FOR YOUNG PEOPLE =

↓ REPEAT OFFENDING & RETURNS TO CUSTODY

WHAT WE ALREADY KNOW ABOUT THE FAMILIES...



LOTS OF KIDS
(OFTEN AT LEAST 4)

SERVICE FATIGUE
'HERE WE GO AGAIN'

'MESSY' FAMILY RELATIONSHIPS NOISY & (HAOTIC) HOUSEHOLDS



Insight gathering and research focused on:

- Desk research focused on best practice from across the world of public agencies dealing with the most difficult families
- Focus group with Youth Offending Team staff
- Case reviews with a range of staff to explore the experiences of staff in engaging with the most challenging families

So far we've engaged with...

The full management team including practice managers

10 YOT case holding staff

half hold high risk cases and half hold low risk cases



FAMILY LOCATIONS



FAMILY PORTRAITS



COLLABORATION

STAFF TOLD US...

TIME

COMPETING PRIORITIES, LOTS OF PAPERWORK AND TRAVEL TIME
"IF CORNERS ARE CUT IT'S ON ENGAGEMENT WITH FAMILIES, NOT COMPLIANCE"

TRAINING & SKILLS

"WE'VE HAD NO TRAINING ON ENGAGING WITH FAMILIES, AND LIMITED TRAINING ON ENGAGING WITH YOUNG PEOPLE"

RESOURCES

SOMETIMES A LACK OF INFORMATION AND GUIDANCE,
INCONSISTENT ACCESS TO RESOURCES

BUT...

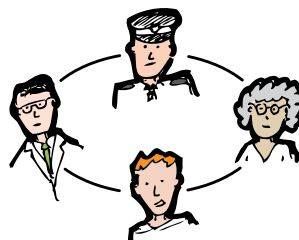
THIS WORK CAN BE REALLY REWARDING

COMPLEX FAMILIES = COMPLEX CASES

COMPLEX CASES REQUIRE:



STAFF WITH A RANGE OF KEY SKILLS (E.G. NEGOTIATION, BUILDING COALITIONS)...



... AND MULTI-AGENCY WORKING

WHAT ARE COMPLEX FAMILIES REALLY LIKE...?

LOTS OF SERVICES

THE HARLOW FAMILY (COMPRISES A MOTHER AND HER FOUR SONS, AGED 4 TO 16 YEARS. THEY RECEIVE SUPPORT FROM SOCIAL SERVICES (SUPPORT WORKER), A HOUSING OFFICER, A CONNECTIONS WORKER, AND ARE IN REGULAR CONTACT WITH THE POLICE - "I SET UP AN EMAIL DISTRIBUTION LIST FOR EVERYONE - IT'S EASIER THAT WAY"

VIOLENCE

THE ELDEST SON IN THE HELMSFORD FAMILY WITNESSED HIS FATHER BEING STABBED BY ANOTHER MAN AND HE HAS SEEN AND BEEN THE VICTIM OF DOMESTIC VIOLENCE - "HIS LIFE IS CHARACTERISED BY VIOLENCE"

CHAOS

THERE ARE 8 CHILDREN IN THE COLCHESTER FAMILY RANGING FROM 5 TO 18 YEARS OLD - "SOMETIMES YOU GO ROUND THERE AND THERE'S JUST A HEAP OF BODIES."



INTERVENTION AGAINST DOMESTIC VIOLENCE BERN, SWITZERLAND

CASE STUDY

- INVOLVES GROUP MEETINGS WITH AT LEAST THREE PARTICIPANTS AND TWO TRAINED SPECIALISTS, AND RUNS FOR 2 HRS PER WEEK FOR 26 WEEKS.
- STAFF GET REGULAR TRAINING AND SHARE EXPERIENCES. INCLUDES; INDUCTION TRAINING, PROFESSIONAL TRAINING IN NEW TECHNIQUES EVERY TWO MONTHS, AND BI ANNUAL MEETINGS OF STAFF DELIVERING SIMILAR PROGRAMMES IN SWITZERLAND TO EXCHANGE EXPERIENCE.

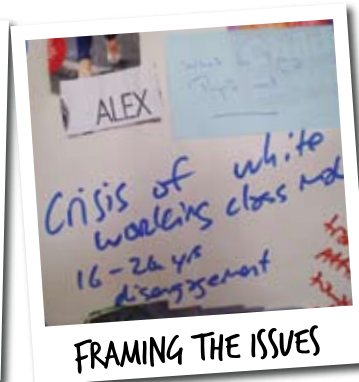
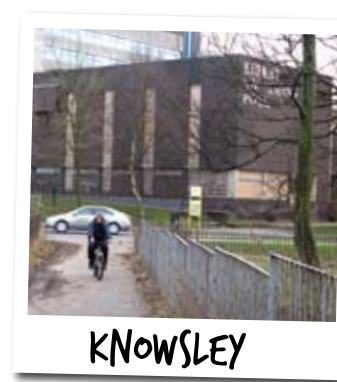
→ Planned next steps...

- Hold focus groups with staff from partner agencies in the localities
- Take findings to commissioning groups within Essex leading on workforce development and secure support to influence investment and priorities

Knowsley Metropolitan Borough Council

Challenge

“Can the active involvement of young people in service design improve the impact of services to reduce entry of young people into the Criminal Justice System?”



NURTURE INNOVATIVE PRACTICE IN KNOWSLEY

BEGIN TO DEVELOP MORE RESPONSIVE (CO-DESIGNED SERVICES)

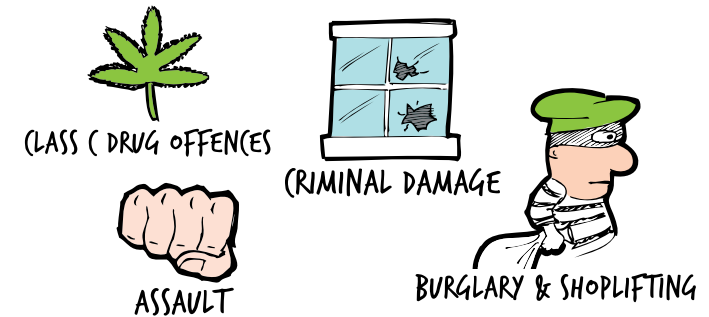
THE STATS:

14.9 YRS IS THE AVERAGE AGE OF FIRST TIME ENTRANTS (FTE)

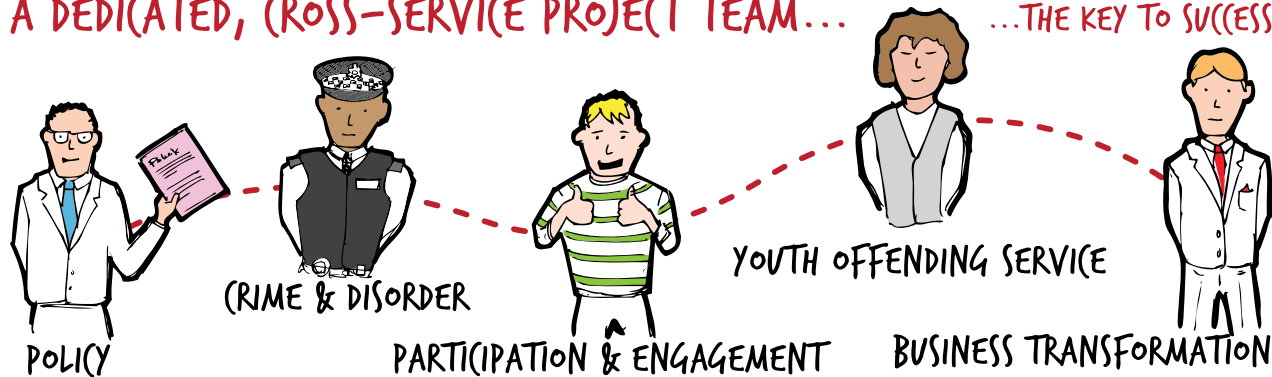
26% OF FTEs ARE ARRESTED FOR VIOLENT CRIME

82% OF FTEs ARE YOUNG MALES

THE MOST COMMON OFFENCES FOR 10-17YR OLDS IN KNOWSLEY ARE...



A DEDICATED, (CROSS-SERVICE) PROJECT TEAM... ...THE KEY TO SUCCESS



The research questions were:

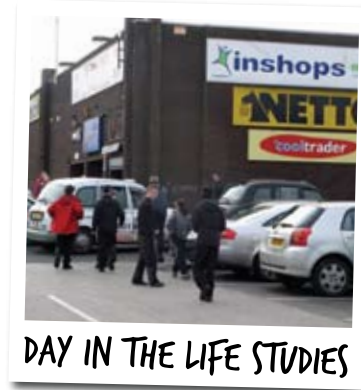
- What do we know about risk factors, and about patterns that don't follow these?
- What are the specific routes that show most promise in terms of diverting young people, e.g. role of key adults?
- What advice do young people themselves have in relation to crime reduction?
- What lessons can be learned from other cities and countries about reinforcing protective factors?

We engaged with...

- 27 Knowsley staff and practitioners across 8 teams
- 5 young offenders on ISSP
- 6 other young offenders



WHO THEY ARE



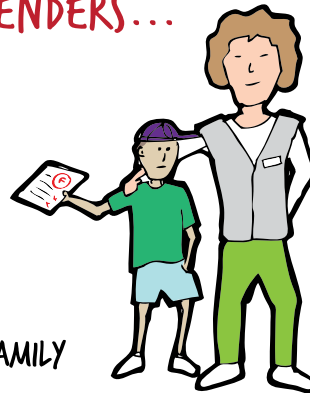
DAY IN THE LIFE STUDIES



WHAT THEY THINK

WHAT WE FOUND OUT FROM YOUNG OFFENDERS...

- THEY DIDN'T ACHIEVE AT SCHOOL, AND NEVER WOULD
- THEY DON'T DESCRIBE THEMSELVES AS GANGS
- THEY OFTEN VALUE RELATIONSHIPS WITH AUTHORITY FIGURES (YOT WORKERS, MENTORS)
- THEY'RE KEEN TO STAY OUT OF TROUBLE
- THEY DON'T HANG AROUND IN PLACES WITH BAD LINES OF SIGHT
- THEY HAVE STRONG RELATIONSHIPS WITH MOTHERS & EXTENDED FAMILY



YOUTH CRIME RISK FACTORS...

(FROM EDINBURGH STUDY AND HOME OFFICE OFFENDING, (CRIME AND JUSTICE SURVEYS))

- FAMILIES AND HOME LIFE - E.G. SIBLINGS IN TROUBLE WITH THE POLICE, SINGLE-PARENT HOUSEHOLDS, UNEMPLOYED PARENTS, AND AUTONOMY AND FREEDOM
- PEERS - E.G. HANGING AROUND IN GROUPS ON A WEEKLY BASIS, BOYS MORE SUSCEPTIBLE TO PEER PRESSURE
- SCHOOL - E.G. TRUANTING, BAD BEHAVIOUR
- ALCOHOL AND DRUGS - E.G. DRINKING ALCOHOL WEEKLY, TAKING ANY DRUG

ON GANGS...

"I HAD A MATE IN A GANG ONCE. IT'S MORE FORMAL LIKE AND YOU HAVE TO DO WHAT THEY SAY IF YOU'RE PART OF IT. WE'RE JUST FRIENDS WHO HANG OUT, WE DON'T HAVE A LEADER. WE DON'T WANT TO GET INTO ALL THAT SHIT."

ON FAMILY...

"WHEN I GO OUT THEY SAY 'DON'T BE GETTING INTO TROUBLE'. THEY SAID THEY'D CUT ME (OAT UP IF I CAME IN SMELLING OF WEED."

"MENTAL TOUGHNESS IS A STATE, RATHER THAN A TRAIT. IT CAN BE LEARNED."

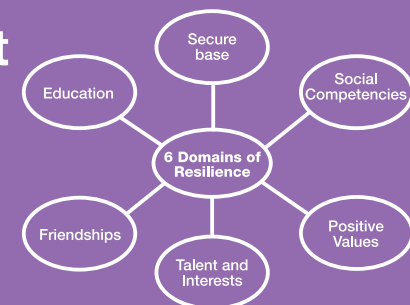
AQR RESEARCH FOR KNOWSLEY



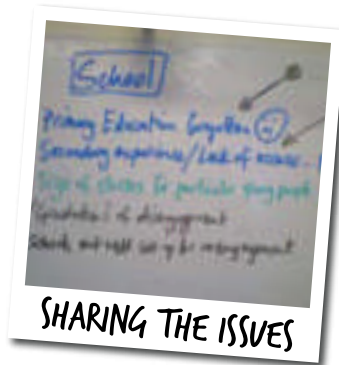
CASE STUDY

Barnado's ARCH Project

The Achieving Resilience, Change and Hope project works with children aged 5 to 14 who show signs of emotional and behavioural problems and their families to increase their emotional resilience.



3 big ideas...



SHARING THE ISSUES



GENERATING IDEAS



PRIORITISING



MAKING SELECTIONS

IDEA TITLE:
COUNCIL INNOVATION CAPACITY

DESCRIPTION:
CREATE A DEDICATED CAPACITY FOR INSIGHT GATHERING AND SERVICE INNOVATION ACROSS THE COUNCIL



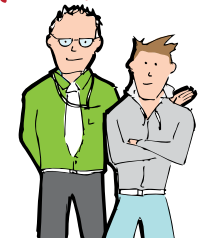
IDEA TITLE:
ENGAGING YOUNG PEOPLE

DESCRIPTION:
FULLY ENGAGE WITH THE RIGHT YOUNG PEOPLE IN SERVICE REVIEW AND RE-DESIGN, BOTH IN YOUTH CRIME AND OTHER SERVICES



IDEA TITLE:
YOUNG PEOPLE & COUNCILORS

DESCRIPTION:
MORE REGULAR AND MEANINGFUL ENGAGEMENT BETWEEN YOUNG PEOPLE AND COUNCILORS ESPECIALLY IN THE AREA OF YOUTH CRIME SCRUTINY



POTENTIAL SERVICE CHANGES

YOUNG PEOPLE AS PART OF THE SOLUTION



→ What we plan to do next...

- Review how the commissioning process relates to those at risk of entering the Youth Justice System
- Systematically engage with a range of young people specific to particular services
- Through the democratic process review how information is used to influence service design/delivery
- Scope an innovation model in Knowsley informed by the Social Innovation Lab for Kent (SILK)

Sheffield City Council

Challenge

“What would an alternative model of intensive support for young offenders look like if designed by a coalition of young people, magistrates and other partners?”

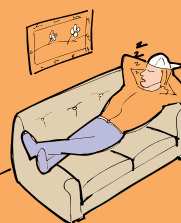
12%
OF THE 3,000 CHILDREN & YOUNG PEOPLE IN PRISON IN ENGLAND & WALES ARE THERE FOR BREACHING THEIR SUPERVISION CONDITIONS, NOT FOR COMMITTING A FURTHER CRIMINAL OFFENCE



WHAT IS ISSP?
THE INTENSIVE SUPPORT AND SURVEILLANCE PROGRAMME
MOST RIGOROUS, NON-CUSTODIAL INTERVENTION AVAILABLE FOR YOUNG OFFENDERS.
TYPICALLY LASTS FOR 6 MONTHS
ENTAILS INTENSIVE SUPERVISION (25 HOURS PER WEEK) FOR THE FIRST 3 MONTHS OF THE PROGRAMME

ONE SIZE DOESN'T FIT ALL...

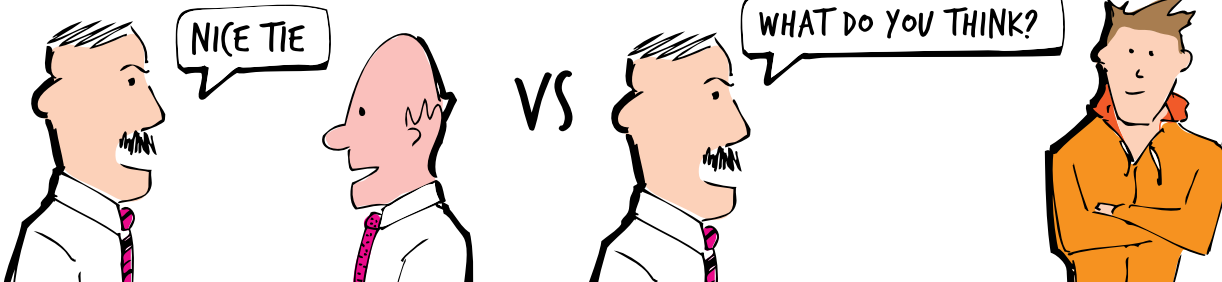
THE STATS:
50%
OF YOUNG OFFENDERS ON ISSP IN SHEFFIELD ARE ALSO NEET (NOT IN EDUCATION, EMPLOYMENT OR TRAINING)...



PARTNERSHIP WITH SCHOOLS & COLLEGES IS KEY

WE NEED TO SPEND LESS TIME ON ADULT TO ADULT INTERACTIONS...

...WE NEED TO SPEND MORE TIME ON ADULT TO YOUNG PEOPLE INTERACTIONS...



Focus of insight gathering:

- Patterns of offending in Sheffield
- National and international alternatives to custody
- Innovative work by other ISSPs in England
- Perceptions of stakeholders in Sheffield to alternatives to ISSP, incentives, tagging and other related issues

We engaged with...

- 5 young offenders on ISSP
- 20 Magistrates
- 10 ISSP staff
- 100 Youth Offending Team staff



• YOUNG PEOPLE



EXPERIENCES



JOURNEYS



• MAGISTRATES

HOW WOULD YOUNG PEOPLE RUN THE ISSP TIMETABLE?

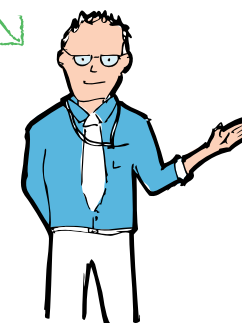


- DISCUSS DON'T PRESCRIBE
- MAKE SURE ACTIVITIES ARE RELEVANT
- NEGOTIATE AGREED SPACE WITH TAGGING COMPANY - "SO WE CAN GO OUT ON OUR BALCONY & HAVE A CIGARETTE"
- LET US 'BUY BACK' PREVIOUS WARNING LETTERS, WHEN WE DO WELL

KEY INSIGHTS:

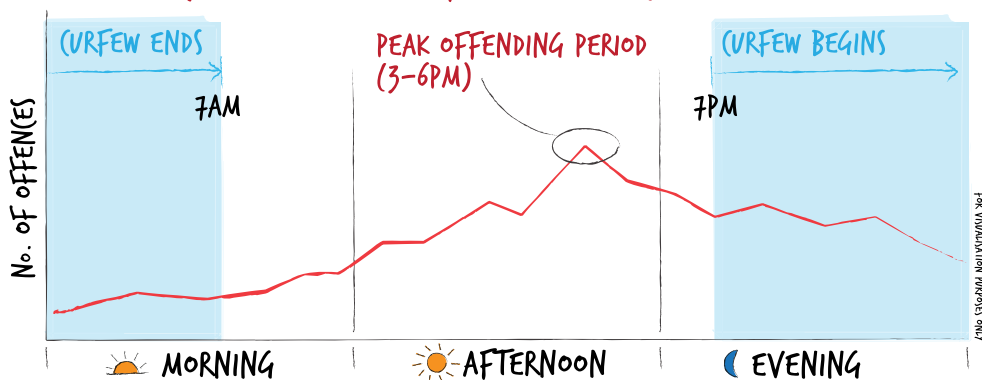
- NO ASSESSMENT OF YOUNG OFFENDERS BEFORE THEY ENTER THE ISSP, E.G. LITERACY, LIKELIHOOD OF COMPLIANCE
- AT INDUCTION, YOUNG PEOPLE FEEL VERY PROCESSED AND HAVE NO OWNERSHIP OF THE PROGRAMME

MAGISTRATES WERE IN FAVOUR OF A MORE FLEXIBLE ISSP WHICH:



- COULD BE EXTENDED WHERE MORE SUPPORT WAS NEEDED
- PROVIDED A BALANCE BETWEEN WORK AND RECREATION
- EMPHASISED VOCATIONAL LEARNING

THE VAST MAJORITY OF YOUTH OFFENDING (78%) TAKES PLACE IN THE:



CASE STUDY


Intensive Fostering Programme

- An alternative to custody for young people whose home life has contributed to their offending behaviour
- Holds a young person to account for their crimes, while ensuring they get the support they need within their community to address underlying factors
- Provides intensive care for individuals and support for their families

8 most promising ideas...

IDEA TITLE:
ISSP HOURS

DESCRIPTION:
AGREE FORMAL DISCRETION OVER THE NUMBER OF HOURS ISSP MUST INCLUDE.



IDEA TITLE:
COLLABORATION

DESCRIPTION:
ENSURE YOUNG PEOPLE AND MAGISTRATES WORK TOGETHER.



IDEA TITLE:
LEISURE ACTIVITY

DESCRIPTION:
INCREASE LEISURE ACTIVITIES AVAILABLE TO ISSP YOUNG OFFENDERS.




THE BIG IDEA:
DETAILED INITIAL ASSESSMENT

DESCRIPTION:
INTRODUCE DETAILED ASSESSMENT OF YOUNG PEOPLE AT THE START OF THE ISSP.

MOVE FROM STANDARD AGREEMENTS WITH YOUNG PEOPLE, WHICH BECAUSE OF POOR BASIC SKILLS OFTEN RESULTS IN THEM SIGNING THINGS THEY DON'T FULLY UNDERSTAND.


INSTEAD, BETTER EXPLAIN ISSP TO YOUNG PEOPLE, PERHAPS THROUGH A LEAFLET WHEN THEY ARE SENTENCED AND A PROPER INDUCTION PROCESS.

BUILD IN EARLY, DETAILED ASSESSMENT OF THE YOUNG PERSON, INCLUDING LITERACY, NUMERACY, HEALTH, ETC.



WE'RE STILL PROBLEM SOLVING...

WE KNOW THAT DEVELOPING STRONGER LINKS WITH EDUCATION PROVIDERS IS KEY TO TRANSFORMING ISSP. WE'RE HOLDING AN EDUCATION SUMMIT TO KICK-START THIS WORK.



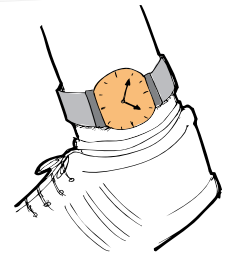

IDEA TITLE:
VOLUNTEER TRACKING OFFICERS

DESCRIPTION:
DEVELOP A ROLE FOR VOLUNTEER TRACKING OFFICERS TO MONITOR COMPLIANCE WITH ISSP.



IDEA TITLE:
TAGGING TIMES

DESCRIPTION:
VARY TAGGING / CURFEW TIMES FOR YOUNG PEOPLE ON ISSP.



IDEA TITLE:
IMPROVED INCENTIVES

DESCRIPTION:
IMPROVE INCENTIVES OFFERED TO YOUNG PEOPLE FOR COMPLETION OF KEY MILESTONES.



→ Some of our next steps...

- Forge better links with Activity Sheffield regarding the provision of sustainable constructive leisure activities
- Regularly consult young people and sentencers about their views of ISSP
- Introduce a new induction and assessment process which encourages ownership by young people
- Explore the possibility of developing an ISSP tracking officer role

Westminster City Council

Challenge

“What kind of intergenerational project might help improve local perceptions of young people and reduce the fear of youth crime?”



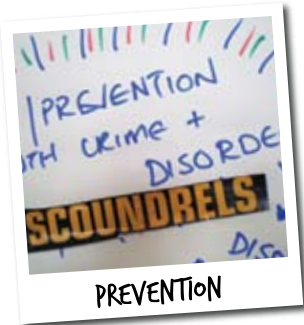
HALLFIELD ESTATE



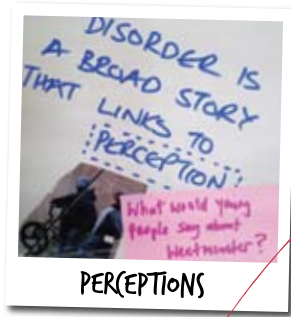
TOURING THE ESTATE



EXPLORING THE ISSUE



PREVENTION



PERCEPTIONS

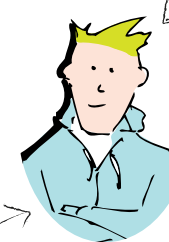
THE STATS:

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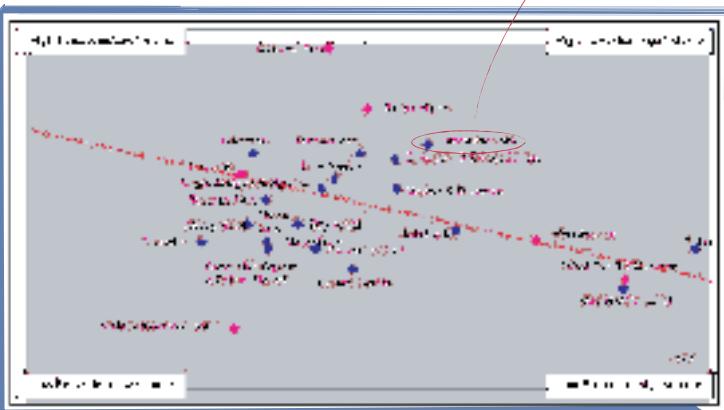
6% OF ALL CRIME IN WESTMINSTER IS COMMITTED BY SOMEONE UNDER THE AGE OF 18

55% OF UK RESIDENTS ARE WORRIED ABOUT CRIME (2008)

WHAT IS INTERGENERATIONAL WORK?



ACTIVITIES THAT INCREASE COOPERATION, INTERACTION OR EXCHANGE BETWEEN ANY TWO GENERATIONS THROUGH ONGOING, MUTUALLY BENEFICIAL, PLANNED ACTIVITIES.



A BOROUGH-WIDE ISSUE...

IMPROVEMENT PRIORITY-LAA 4:
TO TACKLE ANTI-SOCIAL BEHAVIOUR AND REDUCE THE NUMBER OF PEOPLE WHO FEEL IT IS A PROBLEM IN THEIR AREA.

YOUNG PEOPLE AS CO-DESIGNERS AND CO-DELIVERERS

EFFECTIVE (CROSS-DIRECTORATE WORKING

Insight gathering and research focused on:

How intergenerational work can...

- Facilitate understanding and learning
- Break down barriers
- Improve perceptions of young people
- Reduce animosity and conflict
- Reduce fear of crime

We engaged with...

- 9 teenagers from the Hallfield estate
- 8 young adults (17-20 years)
- 9 adults from the Hallfield estate
- 12 staff from Youth Service, Participation, Community Protection and Youth Offending



YOUNG PEOPLE FROM THE HALLFIELD ESTATE TOLD US:

"ADULTS ALWAYS ASSUME WE'RE DOING SOMETHING WRONG"

"YOUNG PEOPLE NEED TO BE MORE INVOLVED IN DECISION MAKING"

"THE LAST YOUTH MEETING WAS PRETTY USELESS AS THE ONLY ADULTS WHO TURN UP ARE THE ONES WE GET ON WITH"



ATTITUDES ON BOTH SIDES NEED TO BE CHANGED IN ORDER TO REDUCE FEAR OF CRIME LOCALLY

(CHANGING PERCEPTIONS OF CRIME IS BOTH A JOB FOR LOCAL INTERVENTIONS (1:1 INTERACTIONS BETWEEN YOUNG PEOPLE AND ADULTS) AND BROADER MEDIA (CAMPAIGNS (MANY:MANY INTERACTIONS))



ADULTS FROM THE HALLFIELD ESTATE TOLD US:

THERE'S NOWHERE FOR YOUNG PEOPLE TO GO - "IT'S NOT AN ESTATE BUILT FOR KIDS"

"WE NEED TO LISTEN TO EACH OTHER AND TRY TO UNDERSTAND THE OTHER AGE GROUPS' POINT OF VIEW"

CRITERIA FOR SUCCESS OF INTERGENERATIONAL PROGRAMMES:

- INVOLVEMENT OF MULTIPLE GENERATIONS AND AT LEAST TWO NONADJACENT AND NON FAMILIAL GENERATIONS
- SUBJECT MATTERS WHICH SEEM RELEVANT TO ALL INVOLVED, E.G. APPROPRIATE SOCIAL ISSUES OR SKILLS GAPS
- INCREASED AWARENESS AND UNDERSTANDING BETWEEN BOTH GENERATIONS, AND INCREASE IN SELF-ESTEEM



CASE STUDY

Magic Me: The Bigger Picture, Tower Hamlets

- Three year research project focused on demonstrating how united views can transform a community
- Programme of four phases, all building in young people and old people, both together and separately
- Activities included; finding out how young people feel about older people, exploring what makes a good community, local research into local issues and who could help provide solutions, and taking ideas into local schools.

5 most popular ideas...

IDEA TITLE:

INTERGENERATIONAL ESTATE FORUM

DESCRIPTION:

FORUM FOR HALLFIELD RESIDENTS OF ALL AGES TO DISCUSS AND RESOLVE ISSUES RELATING TO THE ESTATE AND DISCUSS IDEAS FOR THE IMPROVEMENT OF THE ESTATE



FORUM IDEA DEVELOPMENT

IDEA TITLE:

HALLFIELD RESIDENTS' ACTIVITIES CLUB

DESCRIPTION:

CLASSES AND ACTIVITIES EVERY WEEK ORGANISED BY HALLFIELD RESIDENTS OF ALL AGES FOR HALLFIELD RESIDENTS OF ALL AGES



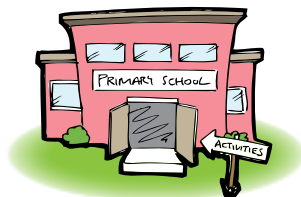
EVENTS IDEA DEVELOPMENT

IDEA TITLE:

BRINGING THE SCHOOL INTO THE COMMUNITY

DESCRIPTION:

USING THE LOCAL PRIMARY SCHOOL AS A BASE FOR LOCAL ACTIVITIES



IDEA TITLE:

CAPACITY BUILDING

DESCRIPTION:

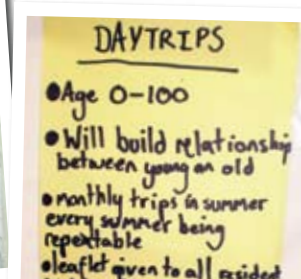
EMPLOYING A CO-ORDINATOR TO SUPPORT RESIDENTS WITH CAPACITY BUILDING FOR THIS WORK IN THE FIRST YEAR



INSPIRATION



SKETCHING



IDEA DEVELOPMENT

IDEA TITLE:

COMMUNITY EVENTS CALENDAR

DESCRIPTION:

PUBLICISING ALL YEAR ROUND INTERGENERATIONAL ACTIVITIES FOR ALL HALLFIELD RESIDENTS



→ What we plan to do next...

- Have a session with elected representatives, including members of the Youth Council and local Councillors, focussed on intergenerational project possibilities for estates across Westminster
- Support the Hallfield Estate residents to take forward their intergenerational project ideas during 2009 – 2010
- To develop a business case for rolling out intergenerational estate-based projects across the City