

## Children's Improvement Board Case Study – North East Lincolnshire

September 2012

### 1.1 Summary

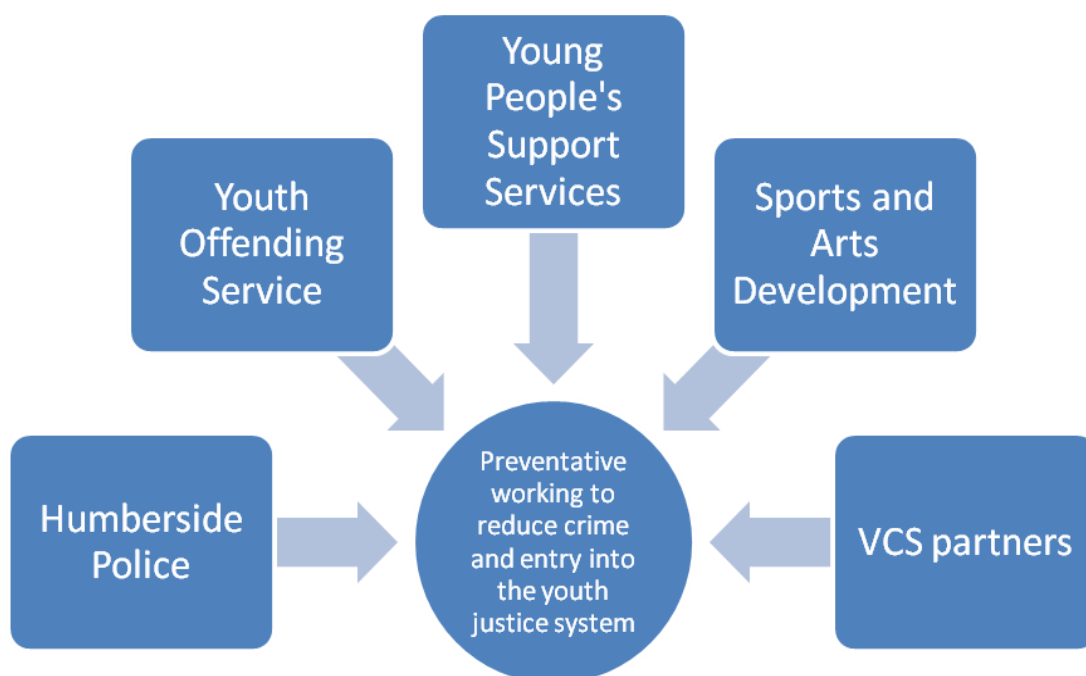
- **What they are doing:** North East Lincolnshire has established a multi-agency partnership with the Young People's Support Services (YPSS), Youth Offending Service, Humberside Police and the Sports and Arts Development to reconfigure services relating to young people within, or on the edges of the Youth Justice System.
- **How they are doing it:** The partnership carries out a number of activities with young people across the locality, providing multi-agency partnership working, robust programmes of support and positive activities to individuals and groups of young people when and where they are needed. There are a number of referral routes into the service as well as street-based outreach teams who proactively target young people and tailor support and provision to their needs. One of the significant approaches of the partnership is to focus on targeting provision to 'hotspot' areas of high crime and anti-social behaviour, and engaging young people at risk of entering the youth justice system.
- **Main benefits and outcomes:** Since its inception in 2008, the authority has seen a dramatic reduction in youth-related crime and anti-social behaviour, reduction in the numbers of young people who are not in education, employment or training and a significant increase in participation, especially by young people considered to be particularly marginalised and/or at risk of poor outcomes. There are also considerable cost savings which have been attributed to the work of the partnership.

### 1.2 How it works

The Police, YPSS, Sports and Arts Development and a number of VCS organisations have developed inter-agency initiatives within North East Lincolnshire, which have successfully engaged members of the community, including children, young people, families and other residents. Through using local intelligence and needs analyses, consultation, and national statistics, the partnership was able to prioritise those 'hotspot' areas of greatest need and target the interventions where they were most needed.

The objective is to operate in areas of high crime and disorder in an attempt to engage the young people in positive activities, thereby diverting them away from more risky activities (e.g. crime). This is a unique principle and it aims to identify those young people in the specific area and target them directly into the scheme. These young people include those who are on ABCs and ASBOs or are identified through the CAF process. The CAF is now the support mechanism for all partnership staff within North East Lincolnshire and thus

acts as a gateway for services, keeping the young person firmly at the centre of the process and ensuring agencies work alongside each other, identifying the need for positive activities. In addition to the CAF route, partnership practitioners can also carry out outreach work in local communities, and young people can self-refer by accessing services, thus making provision as inclusive as possible.



The Project utilises a range of methods to target groups of young people across the borough in areas identified as hotspots. These hotspots have been identified based on local intelligence gathering, collation and analysis of information from a range of partners, as well as regularly being updated through multi-agency fora which share new information.

For example, on a monthly basis the Youth Crime Prevention Performance Team within YPSS, which consists of Police and YPSS staff, meet up and discuss all local issues including those young people who are involved in risky behaviour (ABC, ASBO & CAF). Locality areas of concern detailed as crime and disorder hotspots are discussed and specific problem-solving action plans created.

A multi-agency team of Youth Workers, Sports coaches, youth-focused Police Community Support Officers (trained in Safeguarding, sexual health, Child Sexual Exploitation, Substance misuse, positive activities) support each location and a programme of positive diversionary activities has been developed. The young people identified via multi-agency meetings are referred to the localities teams within the borough and are visited at their home address by a team member, Neighbourhood / locality PCSO or Youth team project lead and referred to the positive activities programme.

Street-based teams, including mobile youth units, directly target local gangs and the most socially excluded young people to attend activities, developed through consultation with the community and young people and located in the identified hotspot areas. They are

non-affiliated and are free to all. Once engaged, a programme of personal development is tailored to the specific needs and interests of the group to help them achieve accredited outcomes to improve their life skills and support them in moving onto improved education, employment or training opportunities.

North East Lincolnshire's approach also includes an integration of line management, with matrix management arrangements in place – for example, there is a police officer on the YPSS management team who is jointly line managed by a police inspector and the head of Youth Services.

#### 1.2.1 Main benefits

There have been numerous benefits of the partnership, affecting the full range of stakeholders (professionals, partners, children and young people and the wider community).

The most significant benefit has been the dramatic reduction in levels of crime that involve children and young people – this is explored in more detail in the subsequent section, but there are a range of indicators which reflect an improvement in outcomes for children and young people across the authority.

Partnership working across the locality has also been significantly improved through a shift in focus onto improving outcomes for children and young people (rather than on specific organisational remits).

Finally the partnership activities in their totality have significant costs savings attributed to them by the Project Evaluation – this is explored more fully in 1.2.3.

#### 1.2.2 Has the project improved outcomes for children and young people? Any evidence from user feedback/staff?

Since the partnership began in 2008, there have been some dramatic improvements in outcomes for young people the locality including:

- An overall reduction of 44% in recorded youth crime.
- A 79% reduction in first time entrants to the youth justice system.
- An overall reduction of 61% in youth-related offending (detected crime equivalent).
- A 33% reduction in the number of young people who have been victims of crime.
- A 46% reduction in youth-related theft.
- A 60% reduction in youth-related anti-social behaviour.
- A reduction of 34% in violence against the person.
- A very low population of NEETs which currently stands at 6.5% (with only 1.5% of young people whose destinations are 'unknown').

#### 1.2.3 Has the project led to cost-savings?

The project was funded using a mixed model, including funding from individual organisations, some joint funding proposals and some elements of pooled budgets.

In total, the project evaluation has calculated that over the lifetime of the project, estimated cost savings of between £6.2 million to £9.8 million have been made, based on the reductions in the cost of crime alone. This does not include wider savings made through improvements in health, education and other social benefits of redirecting young people away from crime.

For every £1 spent on the project, estimated cost savings vary from between £1.30 to £5 (depending on whether a range of associated costs are factored into the model, e.g. management costs). There are therefore significant cost savings so far attributed to the work of the partnership.

### **1.3 How it was achieved**

#### **1.3.1 What was the rationale for the change of service delivery?**

Historically, North East Lincolnshire has been affected by high levels of youth crime and anti-social behaviour. In addition, pockets of deprivation and unemployment have exacerbated these issues to produce 'hotspots' where crime is high and there is longstanding disengagement from youth services. Agencies working in these areas were described to exhibit a lack of joined-up working and there was limited information- and intelligence-sharing around geographical or criminal trends.

Given that traditional approaches were not effective in addressing these issues, a major shift in thinking across all agencies was required, to ensure buy-in and successful partnership working. A key lever was the Police committing to prevention of crime, rather than simply a punitive approach.

This led to the adoption of a neighbourhood-based approach that was grounded in local intelligence gathering, community involvement and critically, in youth work principles. This new approach required a shift of focus from those young people already involved in the Criminal Justice System to an approach that targeted at those at risk, as well as recognition that any attempt to address the problem had to be holistic.

#### **1.3.2 Key steps towards integration?**

The diagram below represents the key steps in establishing the partnership in North East Lincolnshire. The partnership began in 2008, and while already successfully functioning, is still constantly evolving.



### 1.3.3 What were the key challenges, and how were they overcome?

Below is a list of some of the key challenges in setting up the partnership:

- **Issues with conflicting organisational cultures** presented a challenge in terms of securing buy-in, but it must be gained from the grass-roots up and through engaging local strategists.
- **Ensuring consistency of approach** is difficult but facilitated by always keeping the end goal and shared vision in mind. Shared success and objectives must be understood and appreciated.
- **Difficult decisions** had to be made with respect to **resource allocation** and pooling resources, but it was important to secure buy-in and a commitment to a shared vision before this could happen.

## 1.4 Learning points

The main learning points in relation to the development of the partnership are presented below:

- The importance of aligning an integrated workforce with a **targeting of resources based on need and local intelligence** to have maximum impact.
- **Communication and planning is key.** Frequent discussion about issues, targeting, and impact ensures that all partners are consistent in their approach.
- It is important for all **partners not to be too precious** about their specific organisational remits so that they can see beyond these, towards a collective goal.
- **Integration is not always about co-location or re-structuring.**
- It is critical to **challenge the traditional orthodoxy** of different organisations if they present as a barrier to progress.
- Recognising the inter-relationship of outcomes across the system, e.g. youth crime, NEETS, participation, teenage parents.

- The **partnership needs to be consistently re-evaluated** to ensure it is on track and the objectives are still the right ones in light of the current circumstances.
- Regardless of role, be clear about who you are, what you do and how you contribute.
- Demonstrate impact by articulating responses to the questions, how much have you done? How well have you done it? Crucially, is anyone actually better off as a result?

## 1.5 Key contact

For further information, contact Steve Kay at North East Lincolnshire Council on [steve.kay@nelincs.gov.uk](mailto:steve.kay@nelincs.gov.uk) or 01472 32 32 66