

# STUCK:

WHAT WORKS IN TACKLING GANG CRIME

A CONFERENCE REPORT

August 2012



**brap**

making equality work for everyone



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# INTRODUCTION

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This short paper provides an overview of a recent seminar organised by brap and supported by Barrow Cadbury Trust.

The seminar focused on examining current approaches to responding to gang-related violence in Birmingham and the West Midlands. It was also an opportunity to share and discuss findings from research undertaken by brap on this subject (the final report, *Stuck: approaches to the design and delivery of gang crime interventions* will shortly be available from the brap website). The seminar was also an opportunity to hear more from practitioners working in the field and to identify how responses to gang-related violence could be strengthened in the future.

The seminar was attended by 35 practitioners from a range of agencies working in the voluntary, public, and private sectors.

Rather than include verbatim accounts of what was said, the paper draws out some of the main ideas and issues raised. However, for those who are interested, there are short summaries of each speaker's contribution in the appendix.

## KEY DISCUSSION POINTS

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Following the speaker presentations, participants debated some key issues surrounding the agenda. These are summarised below.

### WHAT IS A GANG?

- it's important to recognise the gang agenda, and who is defined as being part of a gang, is hugely politicised. In many ways, gangs and the criminality associated with gangs, will forever be associated with a specific incident: the shootings of Charlene Ellis and Letitia Shakespeare in 2003. Our view of 'gangs' therefore tends to be driven by this high-profile incident and the subsequent government response. We don't, for example, view the activities of White, Asian, and Chinese criminal groups in the same way
- in many ways, then, gang membership is hugely racialised. Estimates from some local authorities suggest close to 80% of gang members are Black. This perhaps says more about the way analysis focuses on inner city estates, rather than the tendencies of particular racial groups to engage in criminal gang activity.
- the problem with this type of thinking is that it draws our attention away from the actual problem. Should interventions focus on people's gang activity, or the fact they are excluded from the labour market or perhaps have psychological needs that need to be addressed? Our overuse of the term 'gang', especially when it is not warranted, might perpetuate the problem

### WHAT DOES IT MEAN TO BE PART OF A GANG?

- there are levels of gang membership. Sometimes people are wrongly labelled as being in a gang, when they are in fact merely 'associates' (perhaps by being related to someone or by playing football with some of its members). There is a danger that these people will be criminalised simply because of their acquaintance with 'active' gang members. In the same way, we sometimes label 'groups' as 'gangs' and in doing so pigeonhole innocent young people. There is a danger that such people will adopt the terminology being applied to them and begin to act out some of the behaviours being attributed to them
- labelling someone as being in a gang can be 'de-humanising'. We stop seeing them as a young person from the estate who needs help, and start seeing them as part of a wider social problem with specific tried-and-tested responses. Interventions of support can become a blunt instrument – doing little to affect real change for young people or support individuals from becoming more engaged in criminal activity.
- whilst many agreed the labels we use are largely unhelpful, other participants pointed out that 'labels' are useful from a statutory point of view in identifying who is at risk and who needs support. The issue, then, isn't so much about whether we label people, but how we ensure that that labelling doesn't send a young person down a conveyor belt of interventions that aren't right for them

## WHAT NEEDS TO BE COMMISSIONED? WHAT WORKS?

- there was a general consensus that more long-term work needs to be commissioned. Participants pointed out that 'long-term' often means longer than 12 months
- connected with this, it's important to bear in mind that there are formal and informal approaches to understanding the needs of young people. It's often in the more 'informal' processes – the 'loose talk' – that trust is generated. It's with this trust agencies can really get to grips with what's going on with a young person and how they can be more effective in supporting them.
- in terms of what can help the statutory sector improve their understanding of what people need, participants discussed three broad points:
  - sometimes 'political correctness' and political sensitivities can get in the way. For example, some people in gangs have transferable skills that can be used legally. However, the thought of spending public money to convert previously illegal used skills into legal activities does not always go down well.
  - 'aspirations' of young people aren't always picked up as part of needs assessment. People are often moved along a chain of support, but are not asked what their aspirations are. Often this is because people become the subject of interventions due to their criminality; therefore capturing their aspirations is not always seen as important. Understanding more about an individual's aspirations and potential should be picked up routinely through assessment since these may be the very hooks for change that we need
  - we need to ensure we're addressing the core, underlying issues that prevent people from participating fully in society. For example, one participant recalled how a local authority had relocated an ex-gang member and helped him find a job. However, this particular individual had issues with authority figures and therefore found it difficult to deal with his manager. It was only through sustained and intensive work on anger management that he was able to control his rage and engage in meaningful employment. This type of activity is rarely funded yet is vital to ensuring solutions are sustainable and that people receive wrap-around-support
- in the same way, we need to be careful about drawing conclusions about what works – and what we deem to be success - based on past approaches. For example, in Birmingham, it might look like enforcement is the most effective way to reduce criminal gang activity. But this might be because many preventative interventions are based on providing young people opportunities to access sports and music activities. Whilst these can have a high impact they don't often focus on other core issues such as access to the labour market
- there is a lot that can be learnt from overseas. For example, participants discussed an example of a project where a 'whole system' approach to addressing the causes of gang-related crime was taken. The Harlem Project, led by Geoffrey Canada, is an interesting project that focused on working mainly with the children of drug users. They set up their own educational system, which works very well. The project undertook a 360° analysis which looked at the behavioural and attitudinal issues that needed to be addressed within families and support providers, but that also looked at more 'structural' problems (such as the lack of strong educational opportunities in the area)

- with regards to what works, participants came up with three factors which aren't always recognised in formal discussions but which are, in their experience, key drivers helping people exit gangs:
  - maturity: rates of criminal activity associated with being in a gang drop off starkly after the age of 25
  - religion: faith can help give people a moral perspective on life, which in turn can serve as a catalyst for them reassess their priorities
  - parenthood: many people leave gangs after parenthood because they don't want their children following the same path they have

Overall, it is important to note that people leave gangs for a number of reasons – and some of these reasons are not the kind of things that funders can commission. Even so, they're worth bearing in mind and perhaps exploring further

- connected to all this is the need to have solid evidence about what interventions work and what their outcomes are. The lack of such evidence led naturally to the next point...

## PROBLEMS WITH EVALUATION

- generally, there were seen to be two problems with monitoring and evaluation requirements:
- firstly, many participants argued that evaluation requirements do not extract the right information to enable commissioners to make sound, evidence-based decisions about what works. This is partly to do with the qualitative and quantitative data they ask service providers to report on. In addition, though, there's a real issue around supporting providers so they're better able to demonstrate their good work. Telling your story and extracting best practice from your interventions are specialist skills, so it makes sense to fund support to ensure this is done properly
- secondly, some participants expressed a concern that evaluative standards are becoming so bureaucratic they are preventing smaller organisations from bidding for contracts. The Greater London Authority, for example, is using a three-level evaluative model called Project Oracle. Organisations are struggling to get through level 1 simply because of the amount of information they are expected to provide. Especially when it comes to larger contracts, commissioners increasingly want to see an organisation's capacity to evaluate to a particular standard. This inevitably means smaller organisations will find it difficult to compete against large, national providers

## FUNDING FOR GANG CRIME WORK

- there was much debate about whether anti-gang activity is adequately funded – after all, the government has announced £4m of funding over two years as part of its Communities against Gangs, Guns, and Knives Fund
- against this, it was argued that gang crime is actually very expensive to the public: for example, a shooting costs £1.3m to deal with; a stabbing, £300,000. Looked at this way,

anti-gang activity is not especially well-resourced, particularly compared with other priority areas such as domestic violence

- following this, there was some discussion about whether anti-gang work should be seen as a public health priority rather than a Criminal Justice System issue. This also reflects the point made above that the support gang members often need – anger management, confidence building, alcohol rehabilitation – fall within this sphere

## HOW ARE SERVICE USERS USED IN COMMISSIONING?

- given that there is relatively little evidence of what works in helping people leave gangs, some participants argued it is vitally important we involve service users more in the design of commissioning frameworks. In particular, one or two participants suggested that some of the projects funded through the Communities against Gangs, Guns, and Knives Fund are of questionable value. It was suggested that these projects might more accurately reflect commissioners' opinions about what works rather than what young people actually want
- of course, engaging service users leads to issues of its own. Firstly, there's the question of where funders can find ex-gang members who want to get involved in commissioning – after all, it's not the sexiest of topics. Secondly, there's some suggestion, based on previous experience, that when commissioners do involve ex-gang members in the commissioning process they don't 'fit in'. Quite often, their ideas are seen as too radical or they don't use the right terminology. Thirdly, there's a question of whether people have the strategic understanding to commission the 'right' thing. It was claimed, for example, that many young people involved in gang activity would say they need 'jobs' to exit gangs. They may not have the kind of strategic overview required to understand labour market patterns or underlying discrimination in the labour market relating to ex-offenders/barriers presented by CRB checks
- there is an issue about 'legitimacy' of voice. There was some suggestion that people view those who have committed criminal acts as not having anything useful to contribute. There is a 'hierarchy' of voice too – with some people's voices favoured over others. Finally, there is the issue of experience, and asking whose experience counts. If we use experience and not consider evidence, then we might be commissioning poor projects, albeit with good intentions
- having said all this, most were agreed these are not insurmountable problems and just require commissioners to invest properly in building the capacity of ex-gang members to engage in the commissioning process

## HOW ARE SERVICE USERS USED IN DELIVERY?

- connected with the above, some participants raised concerns that ex-gang members who want to get involved in mentoring and delivering interventions are prevented from doing so because they fail CRB checks. This was seen as a particularly significant problem since a lot of people involved in gang activity only see people 'like them', that is,



people who have been through the same struggles and therefore have the credibility to provide interventions

## WHERE CAN PRACTITIONERS FIND GOOD PRACTICE?

- a key issue was the need for more coordination and information sharing in this field. Discussions highlighted how provision can be 'fragmented' and suggested there is an increasingly urgent need to bring people together. Voluntary sector organisations need to support each other to become bigger than the sum of their parts
- the idea of a knowledge hub where good practice, evaluations, and research can be accessed was very popular
- there is learning that can be shared across cities and between organisations. In fact, there is greater scope for more partnership working, with facilitators working in different geographical locations – for example, inner and outer city areas
- it was pointed out, however, that not everyone who funds work wants to share it. Organisations spending thousands on a programme sometimes want to keep hold of the final product. This is often a barrier to knowledge sharing
- finally, there is a real problem with accessing information and developing a clear picture of the issues and challenges concerned with this agenda. Currently, information is dispersed across different agencies and bodies, with little information-sharing between them. This is a significant challenge to agencies on the ground

## NEXT STEPS

- there was an appetite for more focus on information sharing and networking in this field (as described above). Some felt that a consultation event related to Birmingham's upcoming 'Peer Review' process on this subject would be a good opportunity to feed in some of the points that were raised in the seminar
- on that point, participants were interested in exploring how this discussion and user engagement in the design of services could be made more inclusive in the future
- participants said they would like to receive a copy of the full research report when it is released

## APPENDICES

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### His Honour Judge James Burbidge QC

opened the conference by recounting a recent case he oversaw. The defendant was a 20 year old man (19 at the time of the offence). He was articulate, confident, and well-presented. Although he was asked difficult and contentious questions during his trial he gave calm, measured responses. His parents were obviously supportive and he had a circle of close friends who the court staff found to be considerate and courteous. The defendant was a talented photographer and was looking to establish a business using this skill. However, despite all these attributes and advantages, the defendant was on trial for, and found guilty of, two very serious offences: wounding and possession of a firearm. He had shot another man in the leg one afternoon in a crowded city centre shop.

The question, Judge Burbidge asked, was what led him to such a situation. No one knows why he went to a shopping centre with a loaded firearm. No one can adequately explain why he was in a gang. Judge Burbidge has defended people where money or social disaffection appear adequate explanations for their actions: but not so in this case. To the best of Judge Burbidge's knowledge, the defendant had not been identified as 'at risk' by any particular public body. The conclusion, it seems, is that we shouldn't be blinkered about the kind of person who might join a gang. Also 'screening' and needs assessment approaches may need to be more sophisticated to identify those at risk. This is a complex agenda, involving complex people. It's an agenda that requires serious and innovative thought. It's an agenda that requires greater input from its practitioners about good practice and to this end, Judge Burbidge welcomed contributions from participants at the event.



**Joy Warmington**, brap CEO, presented a brief overview of brap's recent research on the effectiveness of interventions on gang crime. Joy explained that brap were commissioned by the Barrow Cadbury Trust to conduct a short research exercise to understand how young people at risk of gun- or knife-related crime in Birmingham feel about interventions to support them. The aim was to help those working with young people gain a better understanding of their experiences, views, and needs, and to make recommendations to improve future interventions.

To do this, brap spoke to a number of people, including...

- 31 persons (aged between 10 and 35) classified as 'gang affiliated', over 50% of whom are on current police and court orders as a result of offences such as gang-related violence, or assault committed under circumstances indicating gang association.
- 7 voluntary and community sector organisations that are directly working with young people at risk of gun and knife related crime.
- 3 police-related institutions in law enforcement dedicated to the anti-gangs effort.
- 7 independent experts who have engaged for many years in directly related work; and
- 2 academics working in related fields

Findings were quite diverse and wide-ranging. Joy highlighted five that might be of particular interest to commissioners and practitioners:

#### 1. IMPACT AND EVALUATION

There is little longer term evaluation of the impact current interventions are having on young people. As such, the research found there's little understanding of what's causing improvements. This is a hugely important issue discussed in more depth in the plenary sessions (see below).

#### 2. THE CHALLENGE OF SUSTAINABILITY OF COMMUNITY-LED RESPONSES

- a lack of secure, sustained, and long-term funding is a significant problem facing community-led responses
- a lack of long-term funding prevents:
  - long-term planning
  - long-term, sustained interventions
  - proper impact assessment
- it means many organisations and individuals are working for free, providing sticking plaster solutions to problems requiring longer term management

#### 3. EXIT STRATEGIES

There's increasing recognition that exiting gangs is difficult. Joy identified three broad factors affecting people's capacity to leave:

- financial: gang activity can be profitable. Furthermore, the circumstances of many gang members means they lack access to the labour market (for many, this is part of the reason they became involved in gang activity in the first place). Helping people cope with a potentially huge drop in income is something we need to become better at

- emotional: there is a real issue of how you leave behind friends, 'family' – in fact, a whole way of life that offered support when nothing else did
- physical/social: often, people get dragged back into gang activity because the underlying circumstances that drew them into gang crime have not changed

#### 4. A LACK OF EQUALITY AND HUMAN RIGHTS ANALYSIS

Joy explained that it's important to review the 'thinking' that underpins this agenda. For example, tackling gang crime is often seen as separate to fixing the longer term structural issues that may be contributing factors (such as labour market discrimination) or to changing the actions of public service providers that may contribute to young people joining gangs (such as unfair stop and search policies or discrimination in school exclusions)

#### 5. SCREENING AND PROFILING

- a more nuanced approach to needs assessment could be used to deploy mentors for young people based on the individual needs of the beneficiary. At the moment there is often a crude match between the young person and the mentor
- more sophisticated profiling tools could help us to better understand how risks can be identified and mitigated more holistically (for example, if interventions can be used to respond to parents' behaviour, then young people may be more likely to attend school)
- this connects with a bigger point: there are huge consequences to how we label young people involved or at risk of becoming involved in gangs. We need to think much more critically about the type of support that is offered and the journey people go on once they come into the purview of the criminal justice system



## Debbie Pippard, Head of Programmes at Barrow Cadbury

Trust, explained that one of the Trust's strategic objectives is to support people who are within or at risk of entering the criminal justice system to improve their life chances, with a particular focus on young adults. The Trust has funded a number of research projects in this area as well as convening the T2A Alliance, a coalition of organisations promoting different more tailored approaches to meeting the needs of young people

in the criminal justice system. Based on this experience, Debbie outlined five points that occurred to her whilst reading the brap research.

- it is important we begin taking a whole-system approach to gang crime interventions. How do services work together and what does the 'pathway' look like? Can there be an overall evaluation framework for all interventions? In particular, we need to look at current intervention pathways to see where we can exit people potentially earlier than we are at the moment, and to see where partner agencies can be involved more quickly
- the best way of dealing with gang crime is preventative work that stops people becoming gang members in the first place. Partly this means thinking about the long-term society-level inequalities which hold people back and prevent them from achieving their ambitions. Partly, it means thinking about whether we can incorporate a preventative element to our existing interventions (such as working with younger siblings or parents)
- it's extremely important we make use of the experiences of people who have been, or who still are, gang members. Existing gang members should have a much larger role in developing existing programmes and schemes. Former gang members obviously have a vital role in mentoring those already involved in criminal activity
- in terms of getting people out of gangs, Barrow Cadbury's research has shown that the desistance model is very effective. Basically, this means that many young people simply grow out of wanting to be in a gang and service providers can support people through that maturation process. The desistance model works in helping young people meet their needs – usually centred around housing, drug and alcohol abuse, debt advice, mental health promotion, and so on. A dedicated support worker to help in this respect is invaluable
- as a final point, Debbie raised the issue of gender, gangs and young women. This is so often an under-discussed issue, but one that is extremely important to the lives of hundreds of people.



**Pat Royal**, Head of Probation for Birmingham and member of the Birmingham Reducing Gang Violence Executive Board, provided an overview of the strategy the city's statutory agencies are taking in response to this issue.

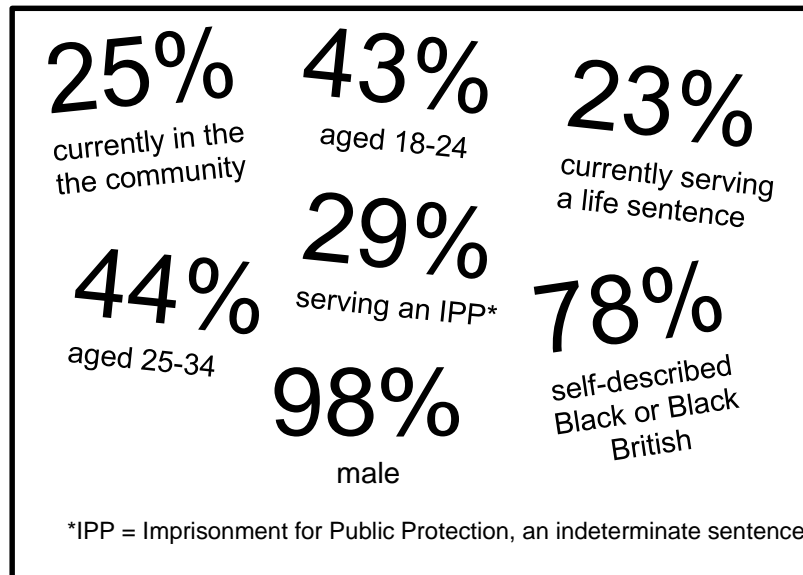
## Birmingham Reducing Gang-related Violence (BRGV)

- partnership working in Birmingham is conducted under the auspices of Birmingham Reducing Gang-related Violence Strategy
- the BRGV Executive Board is made up of representatives from housing, the police, probation services, Birmingham local authority, and health agencies
- BRGV has a clear vision: to work in partnership to reduce the level of gang-related violence and its effect on communities
- to do this, the city will:
  - enforce the law
  - reduce harm
  - protect the community
  - provide them with a moral voice
  - offer help to those who want it
- BRGV has four objectives it believes will help it achieve its vision:
  - prevent and reduce gang-related crime and anti-social behaviour
  - reduce the potential for gang-related violence
  - improve the lives, satisfaction, and confidence of communities
  - make Birmingham a safe city
- If BRGV meets these objectives, it believes it will have the following benefits:
  - disruption of criminal gang activity
  - a safer, more cohesive city
  - increased opportunities for young people involved or at risk of becoming involved in gang activity
  - (as a result of the above) reduced costs to the city
- BRGV has three operational groups:
  - catch and convict: for those offenders who are not interested in any interventions
  - rehabilitate and resettle group: for those gang members who want to exit the lifestyle
  - prevent and deter: provides interventions for young people on the cusp of joining criminal gangs

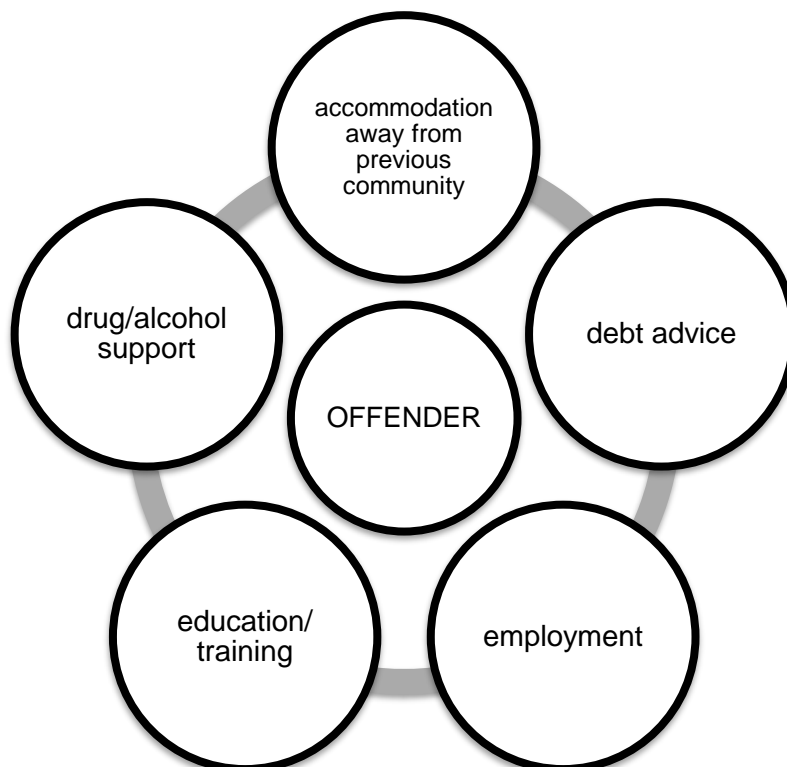
## Multi-Agency Gang Unit (MAGU)

- MAGU is an offender management service comprising staff from Probation, police, children's services, the youth offending service, and the anti-social behaviour unit

- MAGU doesn't commission services itself, but works with providers to resettle offenders back into the community and support them not to reoffend. Part of this involves facilitating the sharing of information between services
- MAGU works with a relatively small number of high-risk cases. At the time Pat gave her presentation, the profile of offenders was as follows:



- for each offender it works with, MAGU creates a tailored sentence plan with objectives to help prevent them from reoffending. Some of these objectives are met in-house; others are met by partner agencies. Key areas covered include:



**Dawn Roberts**, Head of the Youth Offending Service for Birmingham, was due to speak on the Youth Offending Service's approach to these issues. While she was unable to attend the event on the day, she kindly forward her presentation, which is included here for reference.

## Birmingham context



### Youth Justice Outcomes - All cohorts

- The partnership has achieved a continuing reduction in first time entrants
- Lower rates for re-offending than the national average
- Reductions in custody over last 4 years by 41%, this year risen
- Post Youth Offending Order education, training and employment rates of engagement better than the national average (82%)

Youth Justice Strategic Plan 2012-13 - highlights a range of interventions across cohorts and provides examples of positive outcomes from both statutory partners and third sector involvement with young people including some young people at risk of affiliation to gangs.

### Partnership - Top Priorities BRGV:

- Ongoing identification of cohort who meet new definition of gangs and track that cohort against the youth justice outcomes.
- Build on best practice nationally and locally to support young people to exit this lifestyle
- Continue to identify those most at risk of future affiliation to ensure early interventions address risk factors.

Background notes: It is important to understand the context of performance against Youth Justice outcomes. National reporting includes all cohorts (not just specific to gangs). Also, the Youth Justice Plan recently approved at Cabinet reports on a range of interventions for all cohorts – delivery of multi-agency interventions from YOS and Partners including third sector sometimes in partnership. This includes: offending behaviour; restorative justice, securing and supporting engagement in pre-apprenticeship/ apprenticeships; family interventions (including new Multi-Systemic Therapy); mentoring; substance misuse and mental health treatment.

Highlights partner priorities to build on our individual examples of success for those at risk of or affiliated to gangs in order to track a whole cohort/s against outcomes and continued collective approaches to identify young people early and target most appropriate resources.



# Essential collective approaches



- **Essential partnership approaches**
- Putting in place strategies and interventions from evidence of 'what works' whilst recognising this is ongoing.
- Understanding the risk factors and having in place multi agency pathways to ensure the right young people are being supported early.
- Multi agency (statutory and voluntary) working to get balance of early intervention, diversion, enforcement and exit strategies are in place and challenging each other to remove barriers to progress and being open when we don't have the answers.
- **Key to success:**
  - Involving young people and their families in the solutions
  - Quality relationships and individually tailored approaches delivered by those who understand - include ex offenders and peer support
  - evidence based family interventions
  - opportunities to address alienation and provide real opportunities i.e. apprenticeships
  - variety of mediums – sport, drama, skill based learning

Background notes: Identifies essential strategies and approaches required. Includes an evidence base and recognising this is work in progress nationally and locally.

We have in place multi agency pathways – MAGU, Urban Street Gang Panel, will be continuing to develop these to ensure the right young people are being supported early.

Highlights multi agency (statutory and voluntary) working to get balance of early intervention, diversion, enforcement and exit strategies are in place and challenging each other to remove barriers to progress and being open when we don't have the answers.

Examples of what's required for success. As a partnership we are striving to reach all these. One area to build on is proper consultation with young people and their families

## Commissioning to end gang and youth violence



### Under 18 Specialist Provision

#### **Intensive Support Programme**

##### **For Young People**

Involved In, or At Risk of Involvement in Gangs or Violent Crime

#### **Specialist Intensive Support Programme**

##### **For Young People and Their Families**

Involved In, or At Risk of Involvement in Gangs or Violent Crime

#### **Specialist Intensive Support Programme x2**

1. For Young Males From Asian Backgrounds (British Pakistani/Bangladeshi)

2. For Young Males From Somali Backgrounds.

Involved In, or At Risk of Involvement in Gangs or Violent Crime

#### **Specialist Intensive Support Programme**

For Young Women including those at risk of sexual exploitation

#### **Specialist Intensive Support Programme**

##### **For Looked After Children**

Involved In, or at risk of involvement in Gangs or Violent Crime

#### **Empowerment Interventions – Custodial and Community settings**

##### **For Young Males**

to Reduce Involvement In, or Risk of Involvement in Gangs or Violent Crime

Background notes: Examples of new provision commissioned under Ending Gang and Youth Violence Programme - for under 18 group – specifications written to target support at broader groups

## **Birmingham's response to ending gang and youth violence**



### **Monitoring effectiveness, influencing performance and shared learning**

The commissioned interventions are supported by contract specifications that focus on outcomes for the individuals to whom the activity relates.

#### **Method**

- Tracking of referrals from source to completion, largely through the Multi Agency Gang Unit and Early Intervention Co-ordinator. Multi Agency Panel chaired by YOS to agree statutory agency responsibilities and to match young people with the most appropriate commissioned provision.
- Providers input data into a reporting tool, to capture outputs and measured outcomes alongside more subjective comments, reflection and intelligence The EGYV CMF (Common Monitoring Tool)
- Range of success factors – includes reducing offending, negative intelligence, improved education and training status, improved attitudes. Will recognise other changes such as young people whose attitude toward gang association changes but they are unable to remove themselves from a gang through fear of retribution.
- Expectation of both statutory and third sector to continue to capture the young people's and families views in order to inform future provision.
- Panel can recommend enforcement strategies for public protection purposes and identify need for support to address the vulnerabilities of these young people

#### Background notes:

- explains the tracking methods
- the co-ordination role of MAGU and Panel to agree statutory agencies responsibilities and to match young people and families with most appropriate provision from commissioned services.
- explains the monitoring arrangements which include a Common Monitoring Tool (Tracker) which Providers put in outputs, outcomes, subjective data.
- importance of capturing views of young people and families to inform future provision

Snapshot of some of the CMF content (last years pilot)

Date	Provider	Case Allocated CYP Name (as per referral & CYP)		Workers Name	Status of activity		Activity	Where / Location		Duration (min)	Sub Total	Total (hrs)	Index	Sub Total
		No	Address		Open or progress	Activity notes								
26/10/2012	City United						CYP & Mom			2	2.00			2.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			2.2
26/10/2012	City United						CYP			2	2.00			2.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			2.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			2.8
26/10/2012	City United						CYP & Mom			2	2.00			3.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			3.2
26/10/2012	City United						CYP			2	2.00			3.4
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26/10/2012	City United						WGL via Ties Staff			2	2.00			3.8
26/10/2012	City United						CYP & Mom			2	2.00			4.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			4.2
26/10/2012	City United						CYP			2	2.00			4.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			4.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			4.8
26/10/2012	City United						CYP & Mom			2	2.00			5.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			5.2
26/10/2012	City United						CYP			2	2.00			5.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			5.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			5.8
26/10/2012	City United						CYP & Mom			2	2.00			6.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			6.2
26/10/2012	City United						CYP			2	2.00			6.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			6.6
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26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			7.2
26/10/2012	City United						CYP			2	2.00			7.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			7.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			7.8
26/10/2012	City United						CYP & Mom			2	2.00			8.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			8.2
26/10/2012	City United						CYP			2	2.00			8.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			8.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			8.8
26/10/2012	City United						CYP & Mom			2	2.00			9.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			9.2
26/10/2012	City United						CYP			2	2.00			9.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			9.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			9.8
26/10/2012	City United						CYP & Mom			2	2.00			10.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			10.2
26/10/2012	City United						CYP			2	2.00			10.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			10.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			10.8
26/10/2012	City United						CYP & Mom			2	2.00			11.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			11.2
26/10/2012	City United						CYP			2	2.00			11.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			11.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			11.8
26/10/2012	City United						CYP & Mom			2	2.00			12.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			12.2
26/10/2012	City United						CYP			2	2.00			12.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			12.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			12.8
26/10/2012	City United						CYP & Mom			2	2.00			13.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			13.2
26/10/2012	City United						CYP			2	2.00			13.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			13.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			13.8
26/10/2012	City United						CYP & Mom			2	2.00			14.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			14.2
26/10/2012	City United						CYP			2	2.00			14.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			14.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			14.8
26/10/2012	City United						CYP & Mom			2	2.00			15.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			15.2
26/10/2012	City United						CYP			2	2.00			15.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			15.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			15.8
26/10/2012	City United						CYP & Mom			2	2.00			16.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			16.2
26/10/2012	City United						CYP			2	2.00			16.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			16.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			16.8
26/10/2012	City United						CYP & Mom			2	2.00			17.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			17.2
26/10/2012	City United						CYP			2	2.00			17.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			17.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			17.8
26/10/2012	City United						CYP & Mom			2	2.00			18.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			18.2
26/10/2012	City United						CYP			2	2.00			18.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			18.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			18.8
26/10/2012	City United						CYP & Mom			2	2.00			19.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			19.2
26/10/2012	City United						CYP			2	2.00			19.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			19.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			19.8
26/10/2012	City United						CYP & Mom			2	2.00			20.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			20.2
26/10/2012	City United						CYP			2	2.00			20.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			20.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			20.8
26/10/2012	City United						CYP & Mom			2	2.00			21.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			21.2
26/10/2012	City United						CYP			2	2.00			21.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			21.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			21.8
26/10/2012	City United						CYP & Mom			2	2.00			22.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			22.2
26/10/2012	City United						CYP			2	2.00			22.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			22.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			22.8
26/10/2012	City United						CYP & Mom			2	2.00			23.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			23.2
26/10/2012	City United						CYP			2	2.00			23.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			23.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			23.8
26/10/2012	City United						CYP & Mom			2	2.00			24.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			24.2
26/10/2012	City United						CYP			2	2.00			24.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			24.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			24.8
26/10/2012	City United						CYP & Mom			2	2.00			25.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			25.2
26/10/2012	City United						CYP			2	2.00			25.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			25.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			25.8
26/10/2012	City United						CYP & Mom			2	2.00			26.0
26/10/2012	City United						2-2-1 Session - Specify desired outcome and how effective			2	2.00			26.2
26/10/2012	City United						CYP			2	2.00			26.4
26/10/2012	City United						Monitoring - One-to-one			2	2.00			26.6
26/10/2012	City United						WGL via Ties Staff			2	2.00			26.8
26/10/2012	City United						CYP & Mom			2	2.00			27.0
26/10/2012	City United													

Birmingham Youth Offending Service

Snapshot of the Common Monitoring Tool that was piloted last year and revised for use from this month with new commissioned providers [more detailed notes on next page].

Background notes (continued from last page):

First snapshot shows simple outputs of activity. Who did what, with which referral, when. Who was the activity aimed toward, ie which family member, what was the nature of that activity and where. How long did it last? Simple example: person X went to see person Y at his home, they and mum had a 1 hour conversation about person Y and his actions, the way it makes mum feel, the impact on people he cares about, and why he would want to be that kind of person.

Allows us to capture which worker from which provider, the impact of the intervention and how long sessions tend to be for. Speaks to quality, scale, indicative outcomes and the referred person's likely future behaviours. It ensures a level of activity from the provider, performance through robust interventions.

Second snapshot is information captured by the MAGU early Intervention co-ordinator against each CYP referred. Shows post measures and speaks to what works, helps us to map that against the intervention activity in the first snapshot reported by provider, to understand the impact of each intervention

Third an example of simple outputs where all the information is together, it can be reported on. Ethnicity and LPU breakdown of referrals. There are more complex mixtures that can be reported, individuals that re offended, the number of, by ethnicity and locality, right down to the hours of intervention they had, type and frequency alongside domestic status, ie in care or parental home. Once the information is captured at the point of creation it can be reported on here.

## Birmingham's response to ending gang and youth violence



### Outcomes

- **Reduction in offending**
  - Frequency
  - Seriousness
  - Re-offending post intervention
- **Improvement in ETE**
  - Reduced truancy/exclusions
  - Engagement in training/apprenticeships
- **Intelligence**
  - Reduction in the occurrence of recorded intelligence that suggests gang activity.

### Challenges and Opportunities include

Challenge	Nine month programme - Home Office funding
Opportunities	Establishing evidence about what works for who.

Background notes: Expectations on commissioned organisations' similar outputs and outcomes to Youth Justice – reducing offending and improving ETE.

Recognises the challenges of short term funding  
Opportunities to establish more evidence of what works and for whom

It is difficult to understand the reasons behind changes in behaviour when there are multiple interventions for example a number of young people affiliated to gangs receive statutory and third sector engagement and a mixture of enforcement and supportive interventions. However the tracker along with ASSET data (YOS assessment tool) pre and post interventions and feedback from the young people and families will provide more evidence to add to the national picture of what works.



August 2012

brap is transforming the way we think and do equality. We support organisations, communities, and cities with meaningful approaches to learning, change, research, and engagement. We are a partner and friend to anyone who believes in the rights and potential of all human beings.

The logo for brap, featuring the word 'brap' in a bold, lowercase, green sans-serif font.

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