



SUFFOLK AGAINST GANG EXPLOITATION (SAGE) TEAM EVALUATION

Final Report

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1. Background

- 1.1. In 2017, in direct response to increases in gang and drug-related violence amongst vulnerable young people in Ipswich, Suffolk's Public Health and Community Safety Team commissioned Dr Paul Andell and Professor John Pitts from the University of Suffolk (UoS)¹ to *"...provide the evidence base, advice and recommendations for the development of a multi-agency gang strategy in Ipswich"*.
- 1.2. The research, which was published in August 2017, confirmed that both County Lines Networks (CLN) and Urban Street Gangs (USG) were operating and interacting with each other in Ipswich and there was evidence of County Lines activity elsewhere in the County. Urban Gangs are defined as: *"A relatively durable, predominantly street-based group of young people who*
 - *see themselves (and are seen by others) as a discernible group,*
 - *engage in a range of criminal activity and violence,*
 - *identify with or lay claim over territory,*
 - *have some form of identifying structural feature and conflict with other similar gangs."*
- 1.3. The research found that the two main Ipswich street gangs, IP1/J.Block, and IP3/Nacton/QBlock, had become more prolific since 2012/13 and that this *"...coincided with the arrival of 'gang members', initially from London but subsequently, although less frequently, from Birmingham and Liverpool, who were endeavouring to establish local drug dealing networks."*
- 1.4. IP1/J Block was found to be composed largely of White, African Caribbean and mixed heritage young people while Nacton/QBlock's young people were of Black and, possibly, South Asian, backgrounds. However, both groups appeared to have familial or friendship links with gang members in London. Membership of the two gangs was estimated to be about 70 individuals of whom about 40% were under 18.
- 1.5. However, a paper to Suffolk Public Sector Leaders (SPSL) in March 2018², stated that membership in these groups *"...are now thought to be higher..."* and that a growing *"...group of vulnerable individuals, mainly children [were] at risk of becoming involved. Estimates of their numbers are not available at this point."*
- 1.6. A key recommendation from the UoS research was the [establishment of a "co-located Gang Intervention Team"](#), composed of professionals from the areas of policing, adolescent safeguarding, youth work, education, youth justice, /CRCs, child and adolescent mental health, peer mentoring, employment & training and housing."
- 1.7. The UoS's recommendations to the Suffolk System also included [a focus on early intervention and prevention](#). However, they also acknowledged that *"...research emphasises the need for continuing, and sometimes protracted, involvement with gangs, gang-involved and gang-affected young people, and adults, by professionals in order to divert would-be 'gangsters', promote the desistance of those who are deeply involved in gang culture, prevent sexual violence and exploitation and build the capacity of local residents to 'reclaim' their neighbourhoods from the gang and the predatory groups exploiting young people."*

- 1.8. The UoS recommendation to focus on early intervention, prevention and diversion was set against a background of well-established research and evidence from across the UK, that preventing young people becoming involved in serious violence in the first place, has the biggest positive impact on their lives and wider society as a whole. For example,
- In their audit of the Youth Justice System in 2004, the Audit Commission³ calculated that over *"...£113 million a year would be saved if just one in ten young offenders was diverted towards effective support."*
 - In January 2009, the Audit Commission published a report⁴ *"Tired of hanging around - Using sport and leisure activities to prevent anti-social behaviour by young people"*, which states that *"A young person in the criminal justice system costs the taxpayer over £200,000 by the age of 16, but one given support to stay out costs less than £50,000."*
 - a report from November 2011 by the then Secretary of State Theresa May⁵ outlines Government's focus on early intervention *"...which research shows is the most cost-effective way of reducing violence in later life."*
 - in a briefing to Police and Crime Commissioners in September 2017 on 'Why Youth Diversion Matters', the Centre for Justice Innovation⁶ stated that *"Research evidence strongly suggests that youth diversion can...*
 - ✓ *Reduce reoffending: it is a vital tool in fulfilling the principal statutory aim of the youth justice system, i.e. to prevent offending.*
 - ✓ *Lower costs: immediate cost avoidance across criminal justice agencies, primarily in terms of the saved police, prosecution, and court time; longer term savings associated with reduced reoffending; and savings linked to facilitating access to support services and addressing emergent needs earlier."*
- 1.9. Following the UoS research, key senior leaders from across Suffolk agreed a multi-agency response and engaged a National Crime Agency expert, (funded by Ipswich Borough Council) to develop countywide strategic and tactical action plans (SAP and TAP).
- 1.10. A two-year fixed term Gangs and County Lines Manager was recruited in March 2018,
- as a countywide resource and single point of contact to co-ordinate activities and disseminate good practice across Suffolk; and
 - to be at the *"...core of the SAP and locality-based TAP's...co-ordinating and delivering activity."*
- 1.11. And in October 2018, the Suffolk Against Gang Exploitation (SAGE) Team was established, through a £500k SPSL fund, to perform two main functions:
- deliver intensive targeted direct work with young people and some vulnerable adults in or on the edges of the 2 urban street gangs in Ipswich, and
 - develop an effective practice framework and expertise to be shared with all agencies across Suffolk.

"This multi-agency team is intended to be a two-year initiative, which will aim to effectively address the challenges in Ipswich represented by USG and develop practice which will help to prevent the development of USG in other parts of Suffolk."

"Urban Street Gangs and County Lines Networks", revised paper submitted to SPSL to allocate £500k over two-year period, p. 7, point 3.6.; May 2018

1.12. In November 2019, the Suffolk Office of Data & Analytics (SODA) was asked to evaluate the impact of the activities funded through the £500k. SODA has not been evaluating whether diversion and prevention work with YP in or at risk of gang violence is 'the right or wrong thing to' and whether upskilling the wider System on the issues of Gangs and County-Lines is the 'right or wrong thing to do'. Our assumption at the outset of our involvement has been that the national and local evidence (referenced in the Background Section above) and the fact that the System had 'bought into' the recommendations by the UoS meant that the Suffolk System accepted that these concepts work. **Therefore, SODA's evaluation is on how well these concepts have been applied by the SAGE Team across Suffolk, what impact they have had, and whether these concepts work in the context of Suffolk. Due to the nature of the concepts being evaluated, this report is based on qualitative information and intelligence rather than quantitative data.**

- As SODA got involved when SAGE had been in place for a year, we were unable to develop an evaluation framework to collate data and information from the outset. We therefore used the Outcome Based Accountability Approach⁷, a widely used evaluation process and a "...disciplined way of thinking and taking action that service planners and communities can use to design and monitor strategies to improve the lives of children, families and communities and as the basis for commissioning and improving the performance of projects, programmes and services..." asking three broad questions to gather the necessary data, information, and intelligence in hindsight:

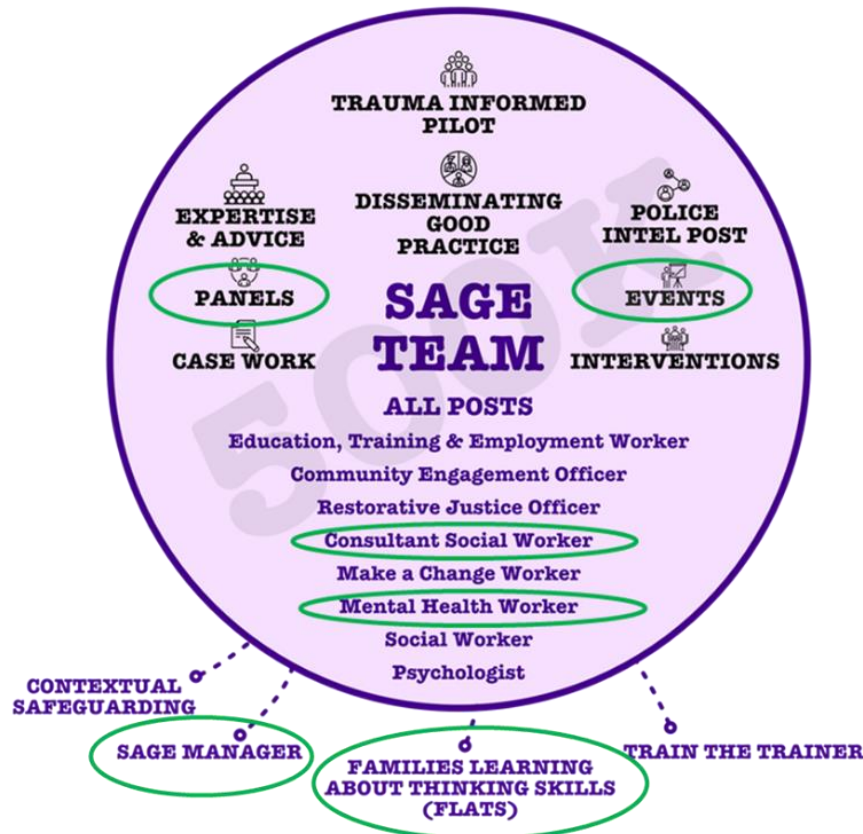
EFFORT	1. How much did SAGE do? E.g.	2. How well did SAGE do it? E.g.
	<ul style="list-style-type: none"> How many YP were taken through the FLATS/ TRM programmes? How many other cases did they manage? Number of training & briefing sessions Number of times panels were held How many cases were referred into panels? 	<ul style="list-style-type: none"> How many YP completed the programmes? What did the YP / parents / practitioners think of the delivery of the programmes (satisfaction with service received)? How did attendees of the training & briefing sessions find them? How did CLP members find the process of the panels and how they were managed?
EFFECT	3. Is anyone better off?	
	<ul style="list-style-type: none"> What has been the impact on the YP taking part in the programmes, e.g. <ul style="list-style-type: none"> has their wellbeing & resilience improved? Has there been a positive change in their attitudes and / or behaviour, such as improved school attendance, fewer / less severe crimes committed, kept out of YoS, etc.? What has been the impact on practitioners in dealing with these vulnerable YP? What has been the impact of the CLPs, e.g. were cases discussed / dealt with that would have otherwise 'fallen through the cracks', has multi-agency working improved? 	

- As part of the third question, we also looked into understanding specific cost-benefits and cost avoidance as a result of the SAGE Team's work.
- SODA delivered an interim report to the Stronger and Safer Communities Board in February 2020 and it was agreed that a final report at the end of the two-year funding period would be delivered at the end of 2020.
- With the outbreak of COVID and the restrictions put into plans to stem the pandemic, some of the work of both the SAGE Team and SODA proposed in the interim report at the end of February could not be completed, for example this includes interviews with some of the YP in the SAGE cohort. However, this report includes everything which has been able to be completed.

2. Introduction

- 2.1. The original proposal for the SAGE Team included the following posts and activities

Overview of original SAGE posts and proposed work programme / activities



- 2.2. With regards to proposed posts and funding
- the Consultant Social Worker / Operational Manager post was recruited for in 2018, but was vacant again after a short period and finding a suitable replacement took until the end of 2019
 - the post of Mental Health Worker has never been filled, due to capacity issues within the system to dedicate time to recruitment process
 - 'Make a Change' post is a social care post, though SAGE funds contribute to this role
 - in addition, SAGE draws on resources covered through SCC funding, e.g. the Gangs and County Lines Manager, is also SAGE Manager. 2 youth justice practitioners have been seconded from YJS into SAGE as has the SAGE Assistant Operations Manager
 - the Families Learning About Thinking Skills (FLATS) pilot has been funded through the Home Office.
- 2.3. And with regards to the proposed work programme / activities, SAGE has
- developed and delivered two programmes 'Families Learning About Thinking Skills' (FLATS) and 'Trauma Recovery Model' (TRM).

- identified and worked with a total of 57 YP mainly from IP3 (Nacton) and IP1 (Jblock) areas, to divert them away from actively participating in gangs and gang related activity
 - developed and attended County Lines Panels (CLPs) in Bury St Edmunds, Ipswich & Lowestoft to co-ordinate intelligence-led and evidence based multi-agency partnership interventions with individuals who are involved in or at risk of CL involvement.
 - provided training, advice, and interventions to those working with young people and adults and signpost to services where required.
- 2.4. The SAGE team works as a holistic team and it is impossible to completely separate the £500k spend from other posts and activities. SODA has evaluated what the whole team has achieved, not just the SPSL funded posts.
- 2.5. As mentioned above, this evaluation's primary focus is not on cost-benefits and / or cost avoidance because we have assumed that the wider Suffolk System has already accepted from the national evidence that the type of work delivered by SAGE works. Also, the fact that we have not been able to completely separate on what / where the £500k was spent, would have made a full Cost-Benefit Analysis impossible. However, this is not an uncommon situation, research by the Audit Commission in 2009 found that, *"...Problems with data on project costs make value for money assessments difficult... Out of all 56 projects we surveyed, only 15 provided the data needed to calculate a value for money profile."*
- SODA was able to establish that £190k of the £500k was spent directly and solely on the delivery of the intervention work with the 57 YP in or on the edges of Ipswich's urban street gangs. This means that as part of our evaluation of SAGE's first objective, we have provided an overview of some of the potential saved costs and achieved benefits, though we have not completed a full cost-benefit or cost-avoidance analysis. This is also in part due to the fact that there are few tools available which can be used to provide a detailed cost-benefit (CBA) or cost-avoidance analysis. SODA has looked at some of these and chose to investigate suitability of two in more depth:
 - ✓ The Centre for Justice Innovation published a toolkit for practitioners on Youth Diversion in 2016⁸, which included a Cost-Avoidance Tool. This had previously been used by SYJS to evidence a specific diversion programme. However, following a review, which included internal discussions with those involved in the previous use of this tool and a conversation with one of the authors from the Centre for Justice Innovation, the tool was found to be unsuitable in assessing SAGE Team's intervention programmes. Specifically, the narrow focus of the tool *"...for use by administrators of point-of-arrest diversion schemes that: operate following a young person's arrest, but prior to the delivery of a formal disposal (either an out of court disposal or a prosecution), and; where a young person's successful engagement with the scheme leads to no further action being taken on the case."* meant that it could not be used for the wider focus of the programmes of the SAGE Team.
 - ✓ The second tool we looked at in more detail is the New Economy Manchester (NEM) Cost Benefit Tool, which is accepted by MHCLG as a suitable evaluation tool for LG projects. However, an attempt to complete the tool ran into two key issues, as the tool requires

- users to enter an estimate of the size of the total population, i.e. in our case the total number of YP in or at risk of gang violence. As the research from the UoS showed estimating these numbers is not possible and is one of the reasons for the Safer and Stronger Communities Board looking at the establishment of a 'Vulnerability Assessment Tracker' (VAT), which would provide an understanding of the size of the issue; and
- an estimate of success rate against a number of outcomes, many of which have not yet been achieved with the YP in the SAGE cohort as they are longer-term; furthermore for 7 YP SAGE engagement ended less than 6 months ago and a further 18 have not completed their programmes yet.
- However, in Section 3 below, we are providing an overview of specific £ amounts to provide some understanding of costs, benefits and cost-avoidance borrowing some of the NEM CBA tool and the underlying Unit Cost Database.

3. Summary of Key Findings and Conclusion

- 3.1. The SAGE team works as a holistic team and it is impossible to completely separate the £500k spend from other funded posts and activities. Therefore, we evaluated what the whole team has achieved, not just the SPSL funded posts. Of the £500k SPSL budget, ca. £400k has been spent on staff costs, but in addition SAGE draws on resources covered through SCC funding.
- 3.2. One of the biggest challenges SAGE has faced is around intelligence sharing: it has been reported that it depends on 'who you know', 'who you speak to' whether the information is made available. This is a theme that was also highlighted in the UoS research.
- 3.3. Effort – "How much did SAGE do?"

- Since October 2018 SAGE has identified and worked with a total of 57 YP, mainly from IP3 (Nacton) and IP1 (former Jblock) areas, to divert them away from actively participating in gangs and gang related activity.
 - SAGE engaged with this cohort of 57 YP through a persistent and consistent outreach model.
 - Regardless of which programme / intervention any of the 57 YP was / is on, the SAGE case worker spends more time with them (and their families) than other services are able to.
 - SAGE developed and delivered two programmes 'Families Learning About Thinking Skills' (FLATS) and 'Trauma Recovery Model' (TRM).
 - 2 YP were part of the TRM pilot
 - 11 YP were part of the 2 FLATS cohorts
 - 44 YP were / are part of other intensive diversion programmes
- SAGE set up County Lines Panels in all three Community Safety Partnership areas across Suffolk. These have met between 2 (East Suffolk) and 15 (West Suffolk) times so far.
- SAGE provided training, advice, and interventions to those working with young people and adults and signpost to services where required, e.g.
 - 9 2-day courses on Child Criminal Exploitation (CCE), Gangs and CL.
 - 8 30-60 min sessions on signs of CCE and what to do. Delivered to variety of audiences, incl. GPs, School nurses, CYP Inclusion Management, IYFAP, Children's Homes, Independent Schools Safeguarding Forum, Ipswich A&E, etc.
 - 4 CYP practitioner workshops, to raise awareness of gangs and CL across the localities in Suffolk
 - 11 formal case consultations, i.e. 1.5-hour safety planning meetings (includes preparation) with a team of practitioners or individual practitioners
 - Informal session on Contextual Safeguarding to upskill practitioners across the System.
- SAGE Team has been part of regular meetings across the System, including Child Exploitation Meetings, YJS Manager meetings, Safer and Stronger Communities Board meetings, etc.
- SAGE developed peer maps for YP in / around the two gangs to support the wider System's understanding of relationship and links, and to enable recruitment of YP into the SAGE cohort. SAGE also developed "abuser profiles" to be used by practitioners with YP in 1-2-1 sessions.

3.4. Effort – “How well did SAGE do?”

- YP and families say that the way TRM, FLATS and other programmes have been delivered was engaging, extremely supportive and useful. YP valued the group sessions in particular.
- Practitioners felt the programmes to be very well designed and the training on the programmes enabled them to apply the theory easily into practice.
- Feedback on delivery of training, events, briefing sessions, and expertise & advice from colleagues from across the System was also overwhelmingly positive. Colleagues rated the time and effort spent by SAGE highly and also trusted their expertise and advice.
- With regards to the County Lines Panels (CLP), feedback was mixed – while the West Suffolk panel was regarded as very successful, and the one in Ipswich viewed very positively, the East Suffolk panel felt that it duplicated existing forums and hence has not met as frequently.

3.5. Effect – “Is anyone better off?”

- YP felt that all programmes provided them with the understanding, knowledge, and tools to make better choices in future. They valued the additional time practitioners spent in getting to know them, feeling better supported.
- Stress levels amongst the YP seemed to be reduced following both programmes, indicating improved mental health / wellbeing. For some YP contacts with the Police and YJS also reduced to some extent following engagement with SAGE.
- While there are some positive impacts, e.g. the number of Police investigations and intelligence collected having reduced for around 40% of YP, there are still YP from the SAGE cohort that have continuing interactions / interventions from the Police, YJS and Social Care.
- Practitioners reported positive impact on their working life. They valued the culture change that the programmes have brought, the ability to spend more time with each YP and getting to know them in more depths to support each YP in the way that would bring the best results. Also, the additional support received through the clinical psychologist helped practitioners in dealing with these tough cases and meant that they had improved mental wellbeing but also contained them in the team.
- As mentioned above the CLP had mixed feedback and hence impact has been varied across the three areas. In the West it was felt that cases were discussed that otherwise might not have been, that colleagues had a better understanding of each case brought to the panel and that the value of having partners around the table meant that each case could be dealt with more effectively and efficiently.

3.6. Conclusion

Overall, the impact of the SAGE Team has been very positive and the approach the team has taken worked for Suffolk.

- Taking part in TRM and FLATS intended to improve a range of things – dictated by each individual's needs, their own priorities, readiness for change, and on-going specific contextual risks and pressures. Therefore, specific outcomes for each YP differ considerably, and an overarching summary of outcomes is not possible.
- While first indications are that both TRM and FLATS, as well the other interventions had positive results, due to the low number of participants, further runs of the programmes are needed to fully evaluate impact of these specific programmes. The number of participants was driven by the resources SAGE had available and SODA would recommend designing pilots with larger numbers of participants in future.
- The approach taken by the SAGE Team in engaging and working with the 57 YP though has proven to be successful; attendance and completion are much higher than with other programmes and the fact that many of the cohort chose to engage with SAGE and other programmes beyond TRM and FLATS proves that the approach works.
- Some of the initial / intended posts within the SAGE Team experienced issues with recruitment and retention, not uncommon in this area of work given the high stress levels social care, mental health specialists and YJ practitioners often report. It is therefore a key finding that the additional support the clinical psychologist was able to give those practitioners delivering TRM and FLATS had a very positive impact on their mental health and helped to retain that team.
- The focus on and the training provided to practitioners and other colleagues from across the Suffolk System working with vulnerable YP at risk of gang exploitation, means there is now a deeper level of awareness and understanding. SAGE has developed into a team of experts on dealing with these YP that did not exist prior. And their expertise is recognised, as they are approached for advice and support from across the System regularly.
- Equally, the culture change and emphasis on spending time with the YP that the SAGE approach has brought to these programmes, the practitioners and the YP is valued by all involved and therefore again would underline that these concepts and the way they have been applied locally work in Suffolk.
- The County Lines Panels have not achieved their potential yet and it seems that further development of their collective powers is required.

4. Detailed findings - SAGE Objective 1 "Deliver intensive targeted direct work with YP and some vulnerable adults in or on the edges of the 2 urban street gangs in Ipswich."

- 4.1. SAGE identified a total of 57 YP, mainly from the IP3 (Nacton) and IP1 (Jblock) areas, to divert them away from actively participating in gangs and gang related activity. These YP were identified and engaged with through a persistent and consistent outreach model. The team spends time in the community as well as engaging YP in activities, such as go-carting, gym visits, etc. to gain their and their families trust and buy-in before getting them signed up to any programme. This approach means considerably more time is spent and new ways of engaging with YP are employed.
- 4.2. Once the 57 YP were identified and had engaged with the SAGE Team they were signed up to one of three programmes / types of intervention, *all of which involve the SAGE case worker spending more time with each YP (and their families) than other services are able to.*

"He (caseworker) always gives us his time....I feel totally and completely supported. He doesn't even realise how much he helps and alleviates my own concerns. He has time for me and my anxieties and worries, he always rings me back and speaks to me. And he has stuck with us and now is working with us for a bit longer. Also, he so clear about the risks and is in-tune with my son. It is so clear he loves his job and he is a fantastic positive male role model for my son."

Mum of YP in SAGE Cohort

Programme	Detail	No of YP
Trauma Recovery Model (TRM) pilot – Pilot completed	<ul style="list-style-type: none"> Focus on the individual and their family. Collaborative approach to working with YP to understand and respond to trauma and adversity. Includes clinical supervision by psychologists to inform practice. 	2
Families Learning About Thinking Skills (FLATS) – both cohorts completed	<ul style="list-style-type: none"> Focus on the individual and their family. Delivered through intensive small group and individual sessions with the aim to support YPs' ability to control their behaviour, consider consequences and have more control over their decision making. Also engages parents / carers to promote longer term change. 	6 in cohort 1 (IP3) 5 in cohort 2 (IP1)
Other Interventions	<ul style="list-style-type: none"> Focus on the individual and their family. Delivered through individual sessions and engagement with wider network, where appropriate. 	44 (24 completed; 18 still in)

4.3. **The Trauma Recovery Model (TRM)** was developed by SAGE and four YP were included in a pilot.

- Each of them was assigned one YJ practitioner - 2 were managed by SAGE and 2 by YJS.

Effort spent on each case

What	Detail	Who	Time (hours)	Frequency
Initial multi-agency formulation meeting	<ul style="list-style-type: none"> Attendance Preparation Report 	<ul style="list-style-type: none"> Various (Multi-agency) Psychologist Psychologist 	<ul style="list-style-type: none"> 2.5 2 2 	One-off
1:1 clinical supervision session		YOT and Psychologist	1	Monthly
Skills development workshops	<ul style="list-style-type: none"> Attendance Preparation 	<ul style="list-style-type: none"> Practitioners, Managers & Psychologist Psychologist 	<ul style="list-style-type: none"> 1.5 2 	Fortnightly
Multi-agency review meetings	<ul style="list-style-type: none"> Attendance Report 	<ul style="list-style-type: none"> Various (Multi-agency) Psychologist 	<ul style="list-style-type: none"> 2 2 	Every 6 weeks
Adhoc support to YOT	Ad-hoc meetings / enquires / check-ins / queries about cases	YOT and Psychologist	1.5 (average)	Weekly
Case Management / Work	Working with the YP and their family (where relevant)	YOT	7 (average)	Weekly

NOTE - Clinical Psychologist funded for 1 day per week; however, actual time spent on TRM exceeds 1 day pw.

- Only 1 of these has completed the programme - no feedback has been received from this YP or their family on how they found the programme and the impact they feel it has made on their life.
- Therefore, further runs of the TRM programme are required to enable an evaluation of its impact.
- However, the practitioners' feedback on TRM was overwhelmingly positive:
 - ✓ There has been an increased understanding of the context and circumstances around young peoples' offending / anti-social behaviour leading to increased responsiveness by providing appropriately targeted interventions.
 - ✓ Implementation and ethos of the TRM model allows practitioners the time they need in order to provide the 'right' intervention to YP and families; legitimising the need for investing time to establish trust and work collaboratively with them.
 - ✓ Working within the TRM approach is satisfying for practitioners; nice to know that they are being useful to the young people in a way that matters.
 - ✓ Multi-agency case formulations are found to be useful in terms of understanding and making sense of young people, their families, and family situations, and offering ideas for how to meet their needs.

- ✓ Having the clinical supervision makes them feel more supported and listened too. It helps dealing with the stress of each case.
- ✓ The TRM model provides structure within which practitioners can think about and respond to the YP and the family.
- ✓ Awareness of the model within and across services provides validation for practitioners' approach (the clear need for investing time and space to build relationships with young people and families before attempting to 'do' things with them).
- ✓ Working within the TRM approach helps practitioners to monitor progress, e.g. seeing young people and families shift up / down levels within the model.
- ✓ Clear sense that some young peoples' risks would have escalated considerably if they had not received the TRM input, e.g. sig. likelihood of becoming a child in care, custody.
- ✓ Practitioners have reported translating the learning from the TRM approach into their casework with other young people not included within the pilot.
- ✓ Practitioners feel that working within this approach helps them to remain more mindful of strengths and progress young people and families are making, which can be highlighted and reinforced within Signs of Safety based meetings.
- ✓ Practitioners believe that the TRM approach is the right one for this complex group of young people.

- 4.4. **The Families Learning About Thinking Skills (FLATS) programme** was funded by the Home Office and developed and delivered by the SAGE Team. The programme was run consecutively for two cohorts – a pilot cohort, with YP from IP1, and a second cohort with YP from the IP3 area. Specifically, SAGE work included

What	Detail
Programme Development	<ul style="list-style-type: none"> • Programme Manuals, for YP and for parents • 1:1 session prompts for practitioners • Pre-programme preparation guides • Training materials for YJS / Gangs team
Set-up of Pilot 1	<ul style="list-style-type: none"> • Training delivered to Gangs team • Supplemental training (as required) for programme facilitators • Identified 6 YP • Pre-programme sessions held with parents and YP
Delivery of Pilot 1	<ul style="list-style-type: none"> • Weekly group sessions with six YP • Weekly 1:1 sessions – each YP with their assigned case worker • Weekly clinical supervision and guidance for case workers • Evaluation and feedback from Pilot 1 gathered • Individual action plan for each YP developed by practitioner to continue longer-term work
Set-up of Cohort 2	<ul style="list-style-type: none"> • Refinement of programme incorporating feedback from YP and parents. • Further training for team / facilitators • Identification of YP cohort (Pilot 2) • Pre-programme preparation cohort 2
Delivery to Cohort 2	<ul style="list-style-type: none"> • AS ABOVE

- The first two “FLATS cohorts” suggest positive results. However, further runs of this programme are also required in order to fully evaluate.

- Significantly, SODA found that the programme achieved a 100% retention rate (national research shows usual dropout rate between 30% and 80% with YP) as well as a 95% attendance rate.
- Cohort 1 rated the programme 7.3 / 10 and the second cohort 9.2 / 10 for providing them with useful information, skills & ideas for reaching goals.
- YP report back that they enjoyed the group sessions, where they have the chance to discuss their experiences with others in a safe environment.
- Participants were asked to complete a number of 'assessments' pre- and post-intervention (i.e. measuring their 'impulsivity', assessing their strengths and difficulties, their beliefs around aggression and their connectedness to their environment and the people around them). Taking part in FLATS intended to improve a range of things – dictated by each individual's needs, their own priorities, readiness for change, and on-going specific contextual risks and pressures. Therefore, specific outcomes for both cohorts differ considerably, and an overarching summary of outcomes is not possible. A full evaluation report of the FLATS programme was published in March 2020⁹, the following are examples of outcomes for 5 YP from the FLATS programme

"It was good, I would like to do it again, I liked doing it with friends, learnt about the consequences, would recommend it to other people."

YP about FLATS

Young Person	Pre- and Post- Assessment	At 6-Month Follow-Up
1	<ul style="list-style-type: none"> ▪ Considerable improvement in emotional wellbeing and behavioural difficulties. ▪ Improvement in hyperactivity / concentration difficulties. ▪ Considerable improvement in impulsivity, specifically the ability to stop and think before acting on impulse. ▪ Propensity towards 'acting out' aggressive beliefs appears to have reduced. 	<ul style="list-style-type: none"> ▪ Continues to engage with the SAGE team voluntarily and is seen weekly. ▪ Work has been completed reinforcing education, and future development. ▪ Continuing to attend High School. ▪ Continuing to distance himself from pro-criminal peers and family. ▪ Engaged with additional services, incl. those focused upon substance misuse, healthy relationships, sexual health, and has completed workshops on exploitation. ▪ Continuing to take part in constructive leisure activities. ▪ No further offending behaviours.

2	<ul style="list-style-type: none"> ▪ Improvements within self-rated impulsivity. ▪ Impact of emotional and behavioural difficulties within day-to-day life has improved. ▪ Increased sense of hope for the future. 	<ul style="list-style-type: none"> ▪ Has attended activity days since FLATS finished but has maintained that he does not want to engage; his referral is due to be closed. ▪ Continues to engage within education. ▪ Been participating in constructive leisure activities. ▪ No significant concerns have been raised in relation to reported or suspected involvement within further offending behaviour.
3	<ul style="list-style-type: none"> ▪ hyperactivity / concentration difficulties, and impact of emotional and behavioural difficulties within day-to-day life. ▪ Improvements within impulsivity, to remain task-focused and stop and think before acting. ▪ Increase in positive sense of connection to school, teachers, local community. ▪ Slight reduction in beliefs about acceptability of aggression 	<ul style="list-style-type: none"> ▪ No longer supported through Child Protection processes. ▪ No police intelligence of any further incidents. ▪ Some concerns around his associations remain, reports indicate he is not seeking out these associations himself. ▪ Positive aspirations - plans to attend College. ▪ No longer involved in drill music. ▪ Engaging well with the SAGE team and additional services, including those focused upon substance misuse, healthy relationships, sexual health, and has completed workshops on exploitation.
4	<ul style="list-style-type: none"> ▪ Full comparison of baseline and follow-up outcome measures not possible due to these being incomplete. ▪ Fewer reported difficulties getting along with others, increase in kind and helpful (pro-social) behaviour. ▪ Slight overall reduction in self-rated impulsivity. 	<ul style="list-style-type: none"> ▪ Continues to engage with the SAGE team, seen on weekly basis. Focus of work has been on health and safety planning, exploitation, education, future plans. ▪ Actively avoiding rival gang (in person and online). ▪ Concerns remain regarding potential involvement in dealing of Class B substances, no intelligence to suggest involved in dealing of Class A substances. ▪ Has attended further group work since FLATS which involved, substance misuse from Turning Point, Terrence Higgins, healthy relationships. Workshops also completed on exploitation and various constructive leisure activities ▪ Whilst he continues to struggle with engagement within education, reports indicate he is eager to find employment.

5

- More aware of, and in touch with, the extent of their distress; however, this did not appear to manifest in terms of a deterioration in their behaviour or heightening of risk.
- Overall, appeared better able to regulate their impulses at the end of the programme, particularly regarding physical / motor impulsivity, and acting without thinking (non-planning).
- Sense of connection was viewed as increasing towards teachers and reading, whilst other areas remained similar or decreased.
- Slightly higher overall attitudes towards the acceptability of aggression for solving difficult situations, no information was received to suggest this translated into aggressive behaviour (i.e. may experience stronger beliefs but able to resist acting upon them.)
- *[only completed programme in Feb 2020; no further contact due to COVID]*

- The 12-week programme is not a one-off intervention; it provides input for ongoing work that targets specific development areas for these YP with long-term needs. Therefore, a follow-up plan was developed at the end of the 12-week programme to continue working with each of the YP beyond the FLATS programme.
- The trust and buy-in the practitioners established with the YP allowed them to engage with the YP not just through the group and individual sessions, but also through other ways. For example, with the second cohort a 'WhatsApp' group was set up allowing the YP to share any positives and concerns they had outside of the group and also for reminders and plans for sessions to be sent.

Case Study 1 – WhatsApp group (FLATS cohort 2)

How it was used

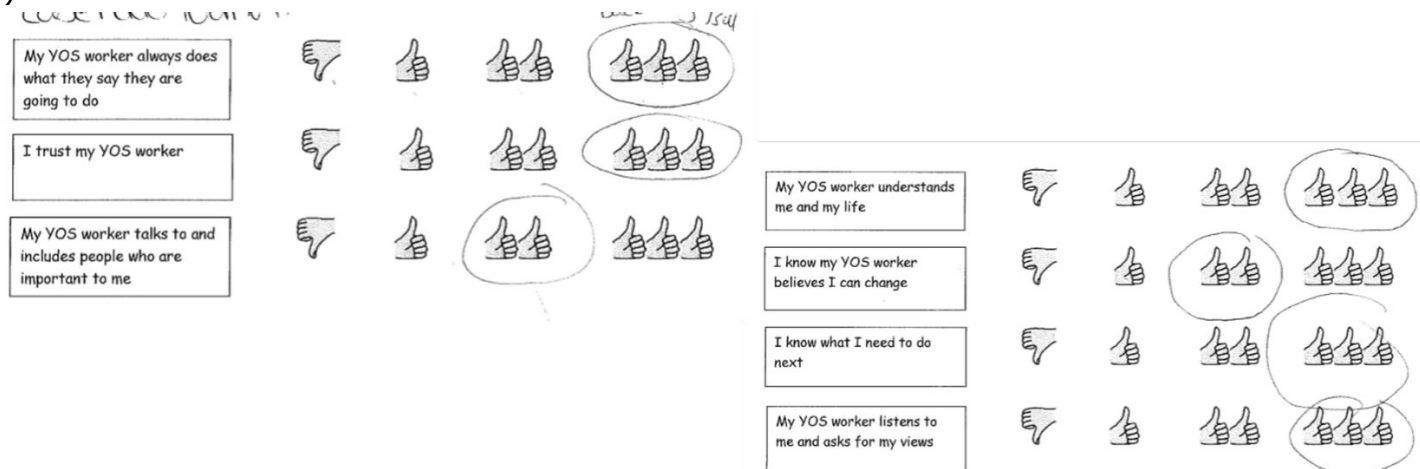
The WhatsApp group was run by the FLATS facilitators who were able to see all content that was posted into the chat and all five of the YP engaged in conversation within the group. The course facilitators did not respond to the group chat outside of office hours and the YP were aware of this. However, the young people have often chose to still use the chat as a sounding board and await a facilitators response, which highlighted their ability using a safe outlet to vent any frustrations.

Example of how the group chat helped to de-escalate a potentially risky situation

The WhatsApp group allowed the course facilitators to intervene when a YP on the group was planning on attacking another YP who had confronted him. The course facilitators were able to communicate with this YP and eventually the wider group to discuss the issues presented. This dialogue allowed group facilitators to incorporate the content of the learning in the FLATS sessions, which in turn provided real world experiences whilst keeping in line with the FLATS curriculum. The course facilitators successfully de-escalated a potentially violent situation, and the YP involved were responsive to intervention offered to them. All YP understood information was being shared with police in order to safeguard themselves and others. When the YP involved was grounded by his parents the other YP in the group reinforced to him that *'the group facilitators had done what they did because they cared about them'* and verbalised this within the WhatsApp group.

- 4.5. **26 of the SAGE cohort were supported outside the TRM and FLATS programmes. And a further 18 are still taking part in other interventions.** As mentioned above, these interventions also involve the SAGE case worker spending more time with each YP (and their families) than other services are able to.

- Interventions to this group include safety planning, consequential thinking, emotional regulation, problem solving.
- There is little feedback from the YP on these interventions, though it is positive where available.



Case Study 2 - 'Other Interventions'

Background

This young person was abandoned by their family when they returned to their country of origin. Prior to the abandonment, the young person had an unsettled home life, experiencing conflict and neglect. The young person came to the attention of services due to his involvement with drug supply and concern around associating with a local gang. There were frequent missing episodes and considerable concerns around associations. The young person was before the court for various drug offences and then served time on remand. During this time, an NRM (National Referral Mechanism) was submitted and conclusive grounds were found to suggest that the young person was a potential victim of trafficking.

Upon moving to a new placement there was a gradual change for the better and the young person began to do very well, disassociated with some of their negative peer group, engaged with all agencies and then obtained employment.

Program of Support Offered

The young person engaged with an intensive program of 25 hours a week for over a year. Sessions were combined with the housing provider, Make a Change, Social Care and SAGE practitioners.

Staff used relationship-based practice supported by a trauma informed approach. This enabled the young person to build trusting relationships with staff whilst having a secure and stable home environment. This in turn meant that the young person felt able to begin to make positive changes to their life.

This approach also incorporated equipping the young person with a better understanding around exploitation and grooming, alongside safety planning which other agencies including police also contributed to. This helped to develop their aspirations and build confidence that they could do well in life via legal employment. The add on to this was the diversionary opportunities offered to the young person including, cooking, and exploring constructive leisure, i.e. gym memberships. All of which appeared to help improve the young person's sense of self-worth and confidence providing a positive alternative from criminal activity.

Outcome

At the time of writing the young person has now moved on from their placement and is still in employment.

SAGE practitioner commented that "the young person is now able to self-regulate much quicker, has more positive aspirations for the future, demonstrating an ability to be more reflective and think about potential consequences".

Case Study 3 - 'Other Interventions'

Background

A young person who has experienced a significantly traumatic childhood, became involved in a local gang. It was recognised that this young person was a victim of child criminal exploitation and appropriate intervention was put into place to tackle this. A referral to the Home Office was made via a National Referral Mechanism. This highlighted that the young person was potentially being trafficked to move Class A drugs around.

SAGE Involvement: [Public Protection](#)

Concerns increased about the young person's behaviour. Intelligence suggested that he was becoming more entrenched in gang related activity. When there were opportunities to breach the young person and return him to Court, SAGE took these and monitored the conditions imposed by the Court. The young person later found himself before the court for an alleged serious offence and as a result of this potentially posed a risk of harm to others.

Outcome

Discussions took place about whether the risk could be managed, including with senior managers in CYP and with the Police. SAGE did not support court bail and recommended that the YP be remanded into custody.

Case Study 4 - 'Other Interventions'**Background**

This young person received a 12-month Referral Order for drug offences and possession of a bladed article. The young person had links to gangs and was reliving some of the experiences they went through during this time. The young person had disassociated from the lifestyle but was living in fear of repercussions from rival associates. This had manifested itself into anxiety and panic attacks. Alongside this the young person had very limited contact with their birth mother who suffered her own mental health problems and drug addiction. The young person lived with their father and this at times was often quite a volatile relationship.

Program of Support Offered

The practitioner worked with the young person on building and understanding their story. Offering the young person opportunities to discuss thoughts and feelings in a safe environment. The practitioner provided parenting support and these sessions were separate from support with the young person. The practitioner also linked in with other adults in the young person's safe network identifying another safe person for the young person. Working under this whole family approach helped the young person to not feel isolated at a time when they were sharing honest thoughts and feelings around their experiences. The practitioner also worked with other agencies to put in provision for the young person to help manage their anxieties, including ideas for relaxation and a punch bag for letting out stresses in a safe way.

Outcome

As the young person's confidence grew, they were able to enjoy bike riding organised by the Youth Engagement Team as another positive activity. This was reflective of their own comments which highlight how they were feeling better mentally and how they felt supported throughout the Order.

The worker had to not only sequence intervention but adapt this to suit the young person's learning style, one particular intervention around knife crime did not suit the young person's learning style and therefore this was changed to conversation led activities that looked at 'hypothetical scenarios'.

The Young person is now living away from the family home but has maintained contact with their father and is now in full-time employment. Father felt very supported and commented that he had seen his child's confidence increase and had been appreciative of the support to himself too.

SAGE practitioner commented that "Young person has been receptive and willing to engage in activities and tasks and has demonstrated a desire to move forwards with their life. This was evidenced through participation in discussions in sessions and increased motivation to desist from further offending".

Case Study 5 - 'Other Interventions'

Background

This YP was arrested several times over a very short period, due to him completing actions required by elder males - contextually this YP was at risk in the community when associating with these males.

Program of Support Offered

While working with this YP at risk of CCE, work around 'peer assessment' encouraged him to identify the benefits and the drawbacks of engagement with elder males claiming to be his friends. The YP was asked to identify his level of trust of said elder males, and then cross reference that with the likelihood of them asking him to engage in illegal activity (i.e. steal property, threaten others with/without a bladed article, carry a bag from one location to another, etc). When the YP came to identify that he could not trust the elder males to have considered his wellbeing while issuing said objectives, he became more reluctant to carry these requests out.

Outcome

Helping the YP to build on his own knowledge of grooming and exploitation led him to want to be safer and protect his own wellbeing. As a result of being equipped with a better understanding of how he was being exploited, the YP has not offended again and has significantly reduced his association with the same elder males. The *SAGE practitioner said that not "...only has he increased his own levels of assertiveness, but he now also displays a good understanding of both coercion and the associated risks of coercion."*

- 4.6. SODA established an Information Sharing Agreement between Suffolk Constabulary and Suffolk County Council (Youth Offending and CYP Education Teams), which enabled analysis of individual-level data – the findings from this are reported at anonymised / aggregated level below. While there are some positive impacts, e.g. the number of investigations and intelligence collected having reduced for around 40% of YP, there are still YP from the SAGE cohort that have continuing interactions / interventions from the Police, YJS and Social Care:

Agency	Key findings
Children & YP Social Care	<ul style="list-style-type: none"> 51 out of the 57 YP are known to Social Care. <ul style="list-style-type: none"> Where the reason for initial referral is available, the majority were first referred into CYP due to abuse / neglect, family being in acute distress or family dysfunction. The last involvement with Social Care for 29 of the YP started either during or after the SAGE intervention. <u>19 of the SAGE cohort are currently in Social Care: 8 are 'Children in Need', 6 are under child protection and 5 are Children in Care.</u>
CYP Education	<ul style="list-style-type: none"> 12 YP from the SAGE cohort are permanently excluded from school, while 7 have received more than one fixed term exclusion. 13 are also recorded as persistent absentees.
Police	<ul style="list-style-type: none"> All 57 YP have had contact with the Police at least once between January 2016 and Oct 2020, mainly as part of investigations, as suspects (main type of involvement), as an involved party or as a victim (on fewer occasions). <ul style="list-style-type: none"> A total of 1,130 investigations have been made, with the vast majority (ca. 75%) being recorded in the past three years. 805 related to the period prior to SAGE involvement, 233 occurred during SAGE involvement and 92 post SAGE involvement. <u>For 22 YP Police involvement has reduced significantly since engaging with SAGE, with 5 of these recording no further investigations and 3 only 1 investigation.</u> Over the same period 41 of the YP were arrested a total of 146 times (ranging between at least once to 15 times), though again the majority (80%) of arrests occurred in the past 3 years.

	<ul style="list-style-type: none"> ○ <u>12 YP had not been arrested prior to SAGE involvement, however, have been arrested since.</u> ○ <u>While 12 YP, who had been arrested prior to SAGE interventions have had no further arrests.</u> ○ <u>For 6 of the YP, who had been arrested between 3 and 10 times prior to getting involved with SAGE, arrests have reduced.</u> <ul style="list-style-type: none"> ▪ A total of 2,390 pieces of intelligence were gathered by Police over this period on 46 YP (<i>note intel data provided for only 46 out of 57 YP</i>). ▪ Between Jan 16 and Oct 20, 25 of the YP went missing a total of 214 times (85% of these happened in the past 3 years): <ul style="list-style-type: none"> ○ 6 YP went missing once, all of which occurred prior to engagement with SAGE ○ 9 have gone missing between 2 and 5 times ○ 3 between 6 and 10 ○ 5 between 11 and 20 ○ 1 has been missing 31 times - <u>all but 1 of these episodes occurred prior to SAGE involvement</u> ○ 1 YP has been recorded missing 45 times - <u>41 of which occurred post involvement with SAGE</u> ○ <u>Of the 17 that have gone missing between 2 and 20 times, 2 had no further missing episodes since starting their intervention with SAGE</u>
Youth Justice System	<ul style="list-style-type: none"> ▪ 24 of the SAGE cohort were involved with the Suffolk Youth Justice System prior to their engagement with SAGE. ▪ <u>5 of the YP, 3 from Nacton and 2 from Jblock, who had been part of the wider SAGE cohort ('Other Interventions'), were remanded in custody after their involvement with SAGE.</u> <ul style="list-style-type: none"> ○ 3 of these were given longer custodial sentences of between 4 and 13 years. ○ 2 are on remand and yet to be sentenced. ▪ <u>7 YP came into contact for the first time with the YJS only after engaging with SAGE</u> ▪ <u>While 14 of those that had prior involvement with the YJS have had no further contacts since starting involvement with SAGE</u>

4.7. As mentioned in the introduction, SODA was able to establish that £190k was spent directly on delivering the intervention work with the 57 YP. This equates to a cost of ca. £3,300 per case.

- When discussing the NEM CBA tool and the related Unit Cost Database (as referenced under 2.5 above), SAGE agreed that the following are the kind of costs that can be avoided or benefits that can be gained through their work with the 57 YP.

	Cost	Detail
Mental Health	£1,024	Avg. cost of service provision for adults suffering from depression and/or anxiety disorders, per person per year to NHS
	£284	Avg. cost of service provision for children/ adolescents suffering from mental health disorders, per person per year to the NHS
A&E Attendance	£166	Cost per A&E attendance (all scenarios) to NHS
Social Care - Children in Need	£1,701	Avg. total cost of case management processes over a six-month period (standard cost) for each Child in Need
Drug Dependency	£2,931	Avg. annual cost of structured community drug treatment per person engaged in effective treatment to NHS
Missing Cases	£2,719	Missing Persons investigation - total unit cost per investigation (realistic case assessment) to Police
Offending	£38,974	Avg. cost across all prisons, including central costs (costs per prisoner per annum) to CJS
	£3,787	Youth offender, average cost of a first-time entrant (under 18) to the Criminal Justice System in the first year following the offence
	£22,995	Estimated average cost of a first-time entrant (under 18) to the Criminal Justice System, nine years following the offence
Proceedings	£750	Cost per each arrest - detained to Police
	£360	Cost per arrest - with no further action (simple caution) to Police
All Crime	£3,701	Average cost per incident of crime, across all types of crime (fiscal, economic, and social values)
Homicide	£3,405,504	Avg. cost (fiscal, economic, and social) per incident
Violence with injury	£14,880	Avg. cost per incident (fiscal, economic, and social values) per incident
Violence without injury	£6,287	Avg. cost per incident (fiscal, economic, and social values) per incident
Rape	£41,657	Avg. cost per incident (fiscal, economic, and social values) per incident
Other sexual offences	£6,911	Avg. cost per incident (fiscal, economic, and social values) per incident

Robbery	£11,981	Avg. cost per incident (fiscal, economic, and social values) per incident
Theft from Person	£1,461	Avg. cost per incident (fiscal, economic, and social values) per incident
Anti-social behaviour	£701	further action necessary - cost of dealing with incident to Police
	£49	ASB - no further action taken - simple police reporting of incident

Source: New Economy Manchester Unit Cost Database 2019

Outcomes	Benefits	Fiscal benefit*	Economic benefit*	Social benefit*	Total public benefit*
Improved Mental health	Reduced health cost of interventions	£830	£3,841		£4,671
Reduced A&E attendance	Reduced cost of unnecessary attendance	£89			£89
Reduced Anti-social behaviour	Reduced incident requiring no further action	£35		£118	£153
Reduced incidents of crime (average)	Reduced police, other criminal justice costs, health costs per actual crime	£979	£1,111	£1,407	£3,497
Reduced incidences of taking children into care	Reduced cost of safeguarding	£56,510			£56,510
Reduced drug dependency	Reduced health & criminal justice costs	£3,614	£8,954	£3,814	£16,382

**£ benefits are all per unit / case / incident; Source: New Economy Manchester Unit Cost Database 2019*

- The understanding of the cost savings and benefits the SAGE Team's intervention work has been able to realise is somewhat limited, given that
 - ✓ while some benefits of early intervention, prevention, and diversion programmes with YP can be assessed immediately the majority are long-term outcomes relating to improved chances and better outcomes in later life.
 - ✓ a-third of the YP are still going through a programme with SAGE.
 - ✓ from a research perspective this is a small sample and therefore variations due to the individual circumstances of each YP have a large impact on outcomes, which would be 'smoothed out' if the sample size was larger (*a sample of between 200 and 400 would have enabled the analysis to be statistically reliable.*)
- As mentioned above the cost per YP within the SAGE cohort was £3,300. As the data analysis outlined in 3.6 above, shows

- ✓ 14 YP have had no further involvement with the YJS, which would equate to a saving on average of £3,497 per YP and a total public benefit of £49k. *[Note that the cost saving is conservative as it is based on the cost of 'All Crime' and as outlined in the cost table above some crimes' costs are much higher.]*
- ✓ 2 YP had no further missing episodes since starting their intervention with SAGE. Each missing episode that is avoided saves the Police £2,719. Prior to their involvement with SAGE, these two YP occurred a total cost of £38,066 for going missing.
- As mentioned above, the FLATS programme found high stress levels and mental ill-health amongst both cohorts at the beginning of each programme. In the majority of cases stress levels and mental wellbeing had improved at the end of the 12-week programme. The total public benefit of reducing mental health interventions is £4,671 per case.
- We could also build some scenarios to highlight the benefits, e.g.

Scenario

YP would have continued with drug taking, low-level ASB and using violence to inflict injury as well as experiencing high levels of stress and mental ill-health without getting involved with SAGE. The intervention achieves a number of outcomes, which result in the following public benefits.

▪ Improved Mental health	£4,671
▪ Reduced Anti-social behaviour, per incident	£153
▪ Reduced incidents of violence with injury, per incident	£24,700
▪ Reduced drug dependency	£16,382
▪ TOTAL PUBLIC BENEFIT	£45,906

- 4.8. The SAGE team's work was noted in the latest Ofsted report¹⁰ on SCC's CYP services: *"The local authority works well with its partners to confront the issues when children are at risk of going missing or are vulnerable to criminal or sexual exploitation or from involvement in gangs. Co-location of teams has been instrumental in supporting good knowledge and understanding of the most vulnerable families...The work of the Make A Change (MAC) and Suffolk Against Gang Exploitation (SAGE) teams to identify and reduce harm from criminal and sexual exploitation and gangs is very impressive...Through a sensitive and skilled approach, they succeed in engaging with young people to reduce risk of harm..."*
- 4.9. A key finding about the work with the SAGE cohort is that there is the strong belief across the System that, when the team started, there were few staff who were skilled in working with this highly complex cohort. *Through engaging with these 57 YP, local staff have developed into 'experts', which can be leveraged by the wider System.*
- 4.10. Another key finding relates to the fact that the work is challenging, so *staff have had a high level of support and supervision*, e.g. from psychologists, *which has contained the team.*

5. Detailed findings - SAGE Objective 2 *"Develop an effective practice framework and expertise to be shared with other agencies across Suffolk."*

5.1. To meet its second objective the SAGE team delivered the following

What	Detail	Time / Duration	Frequency / No of sessions
Train the Trainer	2-day course on Child Criminal Exploitation, Gangs & CL	2 days	9
CYP Practitioner workshops	1-hour workshop to raise awareness of gangs and CL across the localities in Suffolk	1 hour	4
Awareness raising sessions	30-60 min sessions on signs of CCE and what to do. Delivered to variety of audiences, incl. GPs, School nurses, CYP Inclusion Management, IYFAP, Children's Homes, Independent Schools Safeguarding Forum, Ipswich A&E, etc.	30-60 min	8
Presentations	LSCB County Lines and Gangs Presentation Community Care guest speaker East of England – Ofsted presentation Community Care Social Worker Event	1 hour	4
Formal case consultations	1.5-hour safety planning meetings (includes preparation) with a team of practitioners or individual practitioners	1.5. hrs	11
Street Doctors	½ day sessions facilitated by medical staff with young people across Ipswich – teaching them what to do in a medical emergency.	½ day	1
County Line Panels	2-hour meetings with multi-agency partners to co-ordinate interventions with individuals who are involved in or at risk of involvement in Suffolk	2 hours	27
Other regular meetings	<ul style="list-style-type: none"> • Child exploitation meeting • Leadership meetings • Steering group 	<ul style="list-style-type: none"> • 3 hours • 3 hours • 3 hours 	<ul style="list-style-type: none"> • 6 times pa • Quarterly • Twice pa

5.2. Other activities / deliverables are harder to quantify in terms of time / effort spent, these include: Attendance of YJS Managers meetings, adhoc case consultation for other teams, facilitation of peer mappings, HR for SAGE staff, Abuser Profiles, Contextual Safeguarding upskilling of colleagues

5.3. Feedback on all types of SAGE sessions is largely positive.

▪ Feedback on SAGE Briefing Sessions (example from GP session)

What was good about the session?

General summary:

- Important topics of the current time we live in
- Informative & relevant
- Brief and full of useful facts
- Short concise presentations.
- Well presented
- Chance to interact and pose questions to the speakers
- the speakers were knowledgeable in their fields of expertise
- Useful information and discussion also new contact details and fantastic updates
- Many topics covered. Good variety very relevant.
- amazing actually and made us aware this was a problem on our doorstep not in some far away towns !
- One of the sessions was much more interactive than the others.

SAGE specific:

- Discussion of Suffolk Against Gangs - would like to have heard more
- Gangs presentation.
- The gangs talk was most memorable.
- Some new information, particularly around gangs
- County Lines update particularly
- Enjoyed the gangs session as a frontline worker the others were death by power point!
- Some useful information obtained eg re gangs and county lines,
- The speaker from SAGE was good and relevant
- speaker from SAGE v v good
- get to know about local gangs

What was the single most valuable thing you learned

Specifically SAGE:

- what SAGE means Hearing from a genuinely passionate provider
- Gangs info
- Discussion on Gangs
- SAGE
- Suffolk Against Gangs - very informative
- gangs in Ipswich
- gangs!
- statistical evidence of gangs
- County lines and what this actually means
- gangs and lines
- The country lines discussion was really good

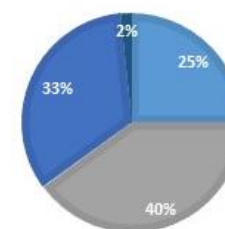
- Some interesting facts about gangs
- Re local urban gangs and county lines situation in Suffolk.
- SAGE

Generally:

- All information was valuable
- How many depts. are involved with safe guarding and(in most cases) how to refer people into them.
- The topics were important
- importance of been vigilant
- importance of communication

SUFFOLK AGAINST GANGS

Extremely useful Very useful
Fairly useful Not useful



Improvement opportunities

In general:

- 20mins was too short
- More case studies
- Less PowerPoint
- More opportunity for feedback/Q&A
- I think still in some areas, like SAGE we needed more information

- referral process
- How to contact the services
- concise and useful
- referral way for safeguarding
- Safeguarding children and adults
- which services to refer to and when
- referral pathways
- How to flag off the concern
- I am not sure. I feel that there is little I can do except to call PCL when I have a concern.
- I can't remember anything valuable which I learned

- Feedback on delivery of other events and expertise & advice

"You will recall the VCS event on 30th January 2019 at Stratford-St-Andrew. We were doing our usual double act and then a Q&A session.

After that session the 'lived experience' speaker from St Giles Trust came over (before her input) and was extremely complimentary.

Her stand out comment was that she had not listened to professionals in this field who demonstrated they understood the problem and the required responses so well. She expanded that generally people can describe what it is, but often fail to add the context about what it fully means (when talking about County Lines).

I wanted to pass this on to you, as it is an excellent endorsement of how the Suffolk Gang and County Lines Manager has transferred her experience to date, and applied it to this specific problem and the nuances of the responses she is implementing and leading. I was in Bedfordshire this week, recommending some of the measures Suffolk have taken and highlighting the importance of this work being led by a multi-agency gangs team manager who really gets what needs to happen."

(Director, Stratac Logical Ltd)

"I have had feedback from Managers who have expressed how useful it was you attending our LMT meeting. With this in mind can you attend again soon please?"

(Early Help Service Manager, North East Ipswich and Coastal)

"The team found your talk really useful and it's good the vulnerable adults are not getting forgotten."

(SCC ACS)

"Just wanted to give you some feedback following a court appearance this morning with one of my YP.

My YP absconded from the court this morning (3rd time this has happened), the magistrate was very understanding and lenient and said that he had recently attended some training about trauma and YP in the care system and that her needs were at the forefront when sentencing and to allow some settling in period, he said he understood that YP have complex backgrounds and their behaviour is as a result of the situation and their circumstances and he would be sentencing taking into account his training trauma based training."

"...I remember your presentation at the Independent School's Safeguarding Forum in Sept of this year. It was extremely good and informative. I am looking to put in place a couple of PSHE workshops on CL for pupils and parents. Do you offer any training?"

(Vice Principal Pastoral and Boarding, St Joseph's College)

Case Study 6 – Advice to Newmarket Open Door (Charity)

Background

This YP had been kicked out by his family at the age of 16 and had been staying in hostels and sofa-surfing. He received 1-2-1 support at school and was in receipt of DLA but had no formal diagnosis (just general learning difficulties). He was being bullied at school and his need to belong left him vulnerable to getting in with the wrong crowd. When he got involved with Newmarket Front Door (NFD), they were aware of drug use and associating with known people with county lines involvement. In his time with NFD he would often go missing and return with injuries. At one point he took to sleeping in another resident's room and not wanting to be alone. And during a room check a sizable knife was found, which he said he needed for self-defence. He would often arrive back at the hostel with new trainers, clothes, and burner phones. Things escalated when he ended up in hospital after being set up by one of his 'friends', because of a drug debt. During the hospital stay a pellet was found in his hand, which had been there for a few weeks after he had been shot by a known dealer. It was becoming increasingly hard for NFD to keep him and other residents safe.

Advice / Support Offered

the Gangs and County Line Manager was able to support NFD with advice, for example, providing different ways of how NFD could speak to the YP to make him really understand the issues and dangers at hand. She developed a safety plan for the YP and conducted some safety mapping which gave insight as to where the YP was feeling at his most vulnerable. She was also able to provide information about anonymous reporting. NFD say that most beneficial was the work on the YP's self-esteem, which resulted in his outlook really changing.

Outcome

The YP has gone on to the racing school, which gave him the clean break he really needed. He stopped using drugs and looks much healthier and his mental health improved. He ended up staying of NFD for 6 months instead of 3, which meant he had real time to change his behaviours before being sent to a placement where he has accommodation and a paid job.

- 5.4. County Lines Panels have been set up in all three Community Safety Partnership area, as per the Local Tactical Action Plan. Though further development of panels and their collective powers is required.
- Detail on the panels:
 - ✓ Purpose - to safeguard individuals / communities from impact of CL activity by identifying lead agencies and monitoring interventions to individuals and families that prevent association with CL activity, disrupt criminal activity and provide support and exit strategies where appropriate.
 - ✓ Approach - to co-ordinate intelligence-led and evidence based multi-agency partnership interventions with individuals who are involved in or at risk of CL involvement.

- ✓ Membership – there are 3 CLPs (East Suffolk, Ipswich & West Suffolk), with colleagues from, e.g. Safeguarding, Police, Youth Justice, Probation / CRC, Social Care, Early Help, Education, DWP, Child Exploitation Co-Ordinator, District / Borough Council, etc. attending

- Overview of the three panels

	East Suffolk CLP	Ipswich CLP	West Suffolk CLP
No of meetings (Apr 19 – Oct 20)	2	10	15
No of referrals	<ul style="list-style-type: none"> • 9 individuals • 10 conversations 	<ul style="list-style-type: none"> • 21 individuals • 74 conversations 	<ul style="list-style-type: none"> • 70 individuals • 211 conversations
Referrals from	<ul style="list-style-type: none"> • Social Care • Leaving Care • Other partners 	<ul style="list-style-type: none"> • Police • Social Care • Other partners 	<ul style="list-style-type: none"> • Police • Youth Justice • Social Care • NHS partners • Early Help
No of closed cases	2	27	71
No of attendees	Apr 19 – 20 & Oct 19 - 12	Between 10 and 16	Between 15 and 20
NOTE	<i>Panel cancelled in Feb due to lack of referrals and since Apr due to COVID. 1 referral received in March; 2 referrals received in April with individual consultations offered.</i>	<i>Panel cancelled Apr - Jun due to COVID. 3 referrals received across this time period, dealt with remotely between relevant partners.</i>	<i>Panel cancelled Apr - Jun due to COVID. 1 referral received in May which was closed as unsuitable for CLP.</i>

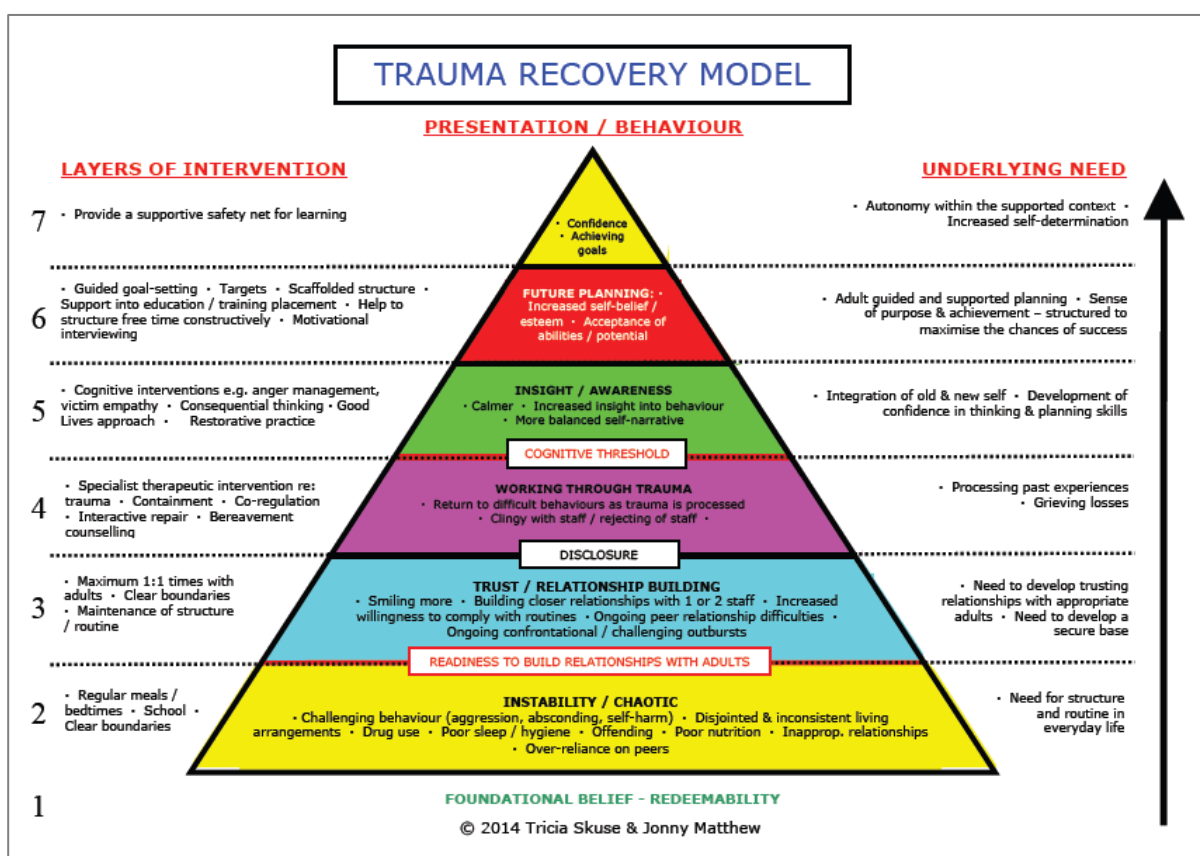
- The panel in the West has good partnership buy-in and is chaired by the local superintendent. Consequently, SODA found that West Suffolk rated CLPs most beneficial - dealing with cases that would have otherwise been missed / not discussed elsewhere and encouraging a more cohesive, cross-system and joint up response, with clear actions being taken by one or more of the partners.
- While in Ipswich and East Suffolk it was felt that CLPs duplicate existing forums (e.g. CYP strategy meetings, ASB Case conference).

- 5.5. The £500k also funded a Police Intelligence Post. This role's purpose was to obtain and disseminate information / intelligence which assists police and other agencies' enquiries.
- SODA has received summary information on the types of activities of this post (see below list), but no detailed information on the quantity and impact of delivery. [Therefore, we are unable to evaluate the Police Intelligence Post.](#)
 - Summary of Police Intel Post
 - ✓ Working with local Area Intelligence Units (AIU's) in assisting and understanding the identities, tactics and risks surrounding current County Lines operating across Suffolk.
 - ✓ Working closely with the National County Lines coordination centre, attending conferences and as a result imparting relevant information and best practice.
 - ✓ Co-ordination of Police in their proactive response to Class A dealers and 'cuckooed' addresses
 - ✓ Liaison with charities & volunteer groups, partner agencies and other law enforcement agencies in the sharing of knowledge and understanding of County Lines, this includes
 - raising awareness of referral process to county lines panel meeting through visiting local SNTs
 - reporting of intelligence directly to AIU's
 - promoting good quality information dissemination between agencies
 - production of intelligence production leaflet for other statutory/ non-statutory agencies
 - identification of opportunities for Covert Human Intelligence Sources
 - managing risks surrounding County Lines
 - generating intelligence to support proactive Police resources.
 - attending and chairing local "county lines panel monthly meetings"
 - supporting CLPs by identifying children/adults who are vulnerable/exploited by County Lines criminality. Making PVP referrals, supporting partners where applicable within this process.
 - attending multi agency strategy meetings to present police intelligence
 - daily analysis of all county lines data and the appropriate dissemination of information to partner agencies

Appendix 1 - Detail on TRM

Background

- Collaborative approach to working with young people that focusses on being responsive to trauma and adversity, which includes clinical supervision by psychologists to inform practice.
- TRM assumes that YP who have experienced trauma and adversity become stuck in an earlier stage of emotional development and therefore, to plan for intervention practitioners must understand the YP's needs attributed to that stage.
- The TRM has been summarised into a working model which highlights the needs of the YP as they make their journey through stages of development. A YP cannot move on to a more advanced developmental stage until their needs dictated by their current stage have been met.



SAGE Approach

- The use of the TRM as the underpinning theory
- Dedicated roles to support development and roll-out
- Training for practitioners and managers
- A case formulation approach supported by clinical / educational psychologists
- Interventions and practice are better matched to young people's developmental need
- Provision of clinical supervision for YOT practitioners

Expected Outcome

- An increase in safety and well-being and a reduction in risk of reoffending and harm amongst cases in the pilot study.

Impact Measures

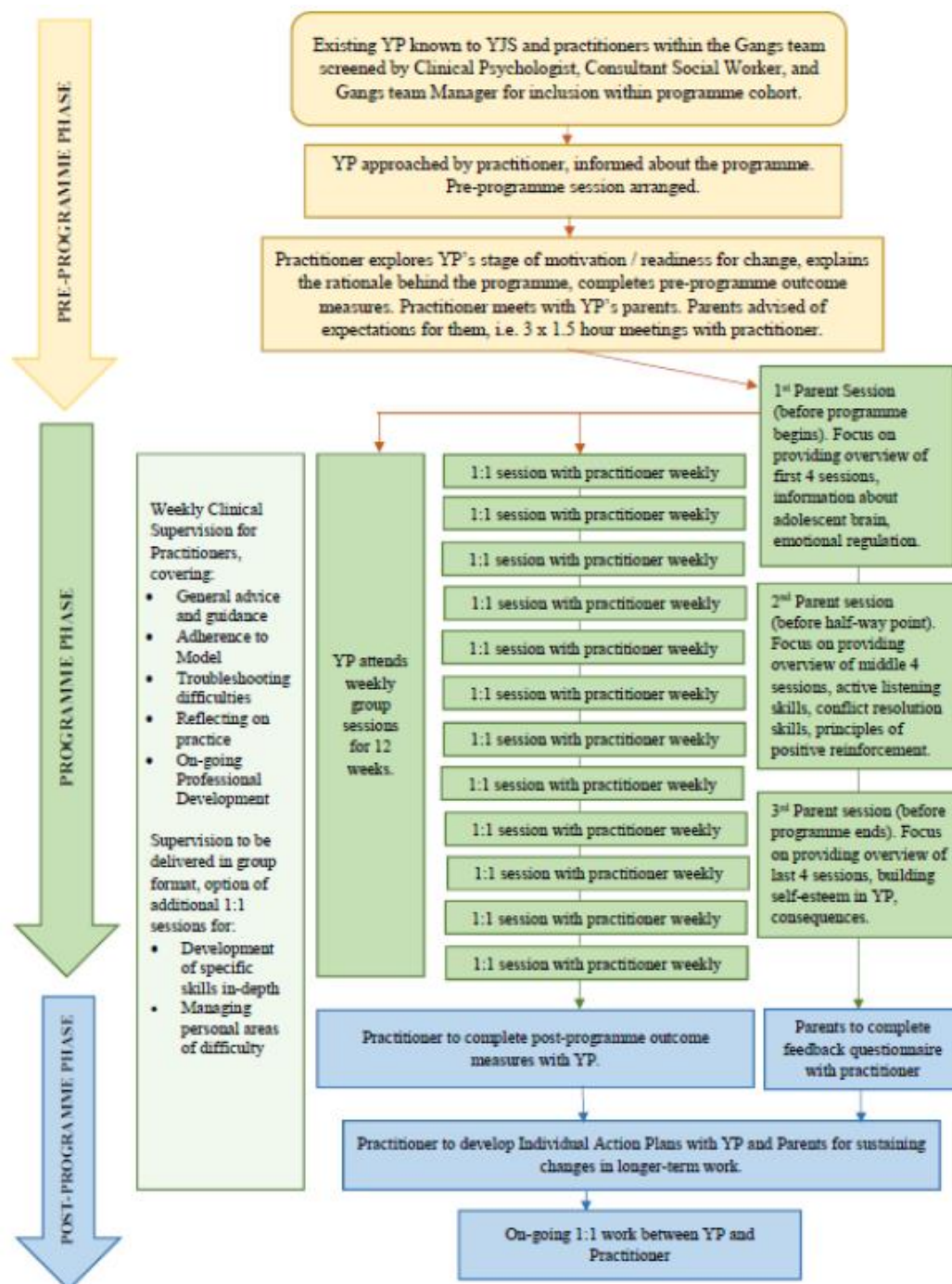
- increased meaningful engagement with YJS intervention
- improvements in some of the YP around resilience, self-confidence, and anger management.

- reduction in the number of court order breaches and in reoffending seriousness & frequency rates.

Appendix 2 - Detail on FLATS

Background

- Home Office funded, the Thinking Skills Programme works with a known cohort of young offenders, who are involved in gang activity, to support their ability to control their behaviour, consider the consequences and have more control over their decision making. The programme also engages parents to promote longer term change.



- Delivered through intensive, small group and individual sessions with young people aged 10 – 18 years old, involved in offending through violence or gangs, on a YOS statutory order and within the 'known cohort.'

Expected outcomes

- Increase key skills to challenge offending behaviour
- Reduce re-offending
- Improve education & employment opportunities

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